United Nations A/AC.96/1147

General Assembly

Distr.: General
28 August 2015
English
Original: English and French

Executive Committee of the High Commissioner's Programme
Sixty-sixth session
Geneva, 5-9 October 2015
Item 7 of the provisional agenda
Consideration and adoption of the biennial programme budget 2016-2017

Biennial programme budget 2016-2017 of the Office of the United Nations High Commissioner for Refugees

Report by the High Commissioner

GE.15-14609(E)

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Summary

The biennial programme budget of the Office of the United Nations High Commissioner for Refugees (UNHCR) presents the consolidated budgetary requirements based on a global needs assessment (GNA) of persons of concern. The GNA methodology takes into consideration the Office's capacity to implement programmes.

Subsequent to the approval of the budget by the Executive Committee, a global appeal is launched for fundraising purposes. The High Commissioner authorizes the allocation of funds for the implementation of programmes and projects based on the availability of funds. During the implementation period, the High Commissioner may revise the budget with supplementary budgets that are normally funded through additional appeals.

In the first year of the biennium, the High Commissioner will submit to the Executive Committee the revised biennial budget, which updates the budget for the first year and revises the requirements for the second year.

This document presents the estimates for the biennium 2016-2017 ($6,546.3 million and $6,408.5 million respectively), based upon the needs identified by field operations. These totals include resources for related support activities.

Chapter I describes key elements of the budget and, for comparison, revised and current budgets for 2015 as of June and actual expenditure in 2014.

Chapter II focuses on the programme of work at the global, regional and subregional levels, including strategic directions, budgetary requirements and trends.

Chapter III outlines programme support and management and administration costs, highlighting organizational structure and key initiatives.

The draft general decision on administrative, financial and programme matters for consideration and adoption by the Executive Committee may be found in annex VII.

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Budget terminology

2015 original budget	2015 budget as approved by the Executive Committee at its sixty-fourth session in October 2013
2015 revised budget	2015 budget as approved by the Executive Committee at its sixty-fifth session in October 2014
2015 current budget	2015 budget as adjusted by the High Commissioner as at 30 June 2015
2016 proposed budget	2016 budget presented to the Executive Committee at its sixty-sixth session for approval
2017 proposed budget	2017 budget presented to the Executive Committee at its sixty-sixth session for approval
GNA	Global needs assessment
MA	Management and administration
NAM reserve	"New or additional activities – mandate-related" reserve
OR	Operational reserve
PG	Programme
PS	Programme support

I. Proposed budget for the 2016-2017 biennium

A. Introduction

1. The mandate of the Office of the United Nations High Commissioner for Refugees (UNHCR) is contained in General Assembly resolution 319 A (IV) and resolution 428 (V), which sets out its Statute. The Office's responsibilities include providing international protection for refugees and seeking permanent solutions to their plight.[1]

2. UNHCR's programme is under the intergovernmental guidance of the Executive Committee of the High Commissioner's Programme, in accordance with its terms of reference adopted by the General Assembly in resolution 1166 (XII). Although established by the Economic and Social Council in resolution 672 (XXV), the Executive Committee functions as a subsidiary body of the General Assembly. The Executive Committee's responsibilities include reviewing the use of funds made available to the High Commissioner and the programmes and projects being proposed or carried out by his Office. The annual cycle of meetings of the Executive Committee consists of one plenary session and a number of intersessional meetings of the Standing Committee. The report of the Executive Committee session is submitted to the General Assembly as an addendum to the annual report of the High Commissioner.

3. The General Assembly and the Executive Committee have authorized UNHCR to address the problems of other groups, including former refugees who have returned to their homeland (A/RES/40/118). The Office has also been mandated to address the situation of stateless persons who are without a nationality and persons at risk of becoming stateless[2] (A/RES/50/152). In addition, on the basis of specific requests from the Secretary-General or the competent principal organs of the United Nations, and with the consent of the State concerned, UNHCR provides humanitarian assistance and protection to internally displaced persons (IDPs) (A/RES/48/116), working in cooperation with the United Nations Emergency Relief Coordinator (A/RES/58/153).

4. UNHCR works in partnership with governments, intergovernmental organizations, international organizations and non-governmental organizations (NGOs). It is committed to consulting with refugees and other persons of concern on decisions that affect their lives through participatory assessments. Through the application of an age, gender and diversity (AGD) approach in its operations, UNHCR seeks to ensure that all persons of concern enjoy their rights equally.

5. The proposed budget for the biennium 2016-2017 should be read in conjunction with the United Nations biennial programme plan and priorities for the period 2016-2017,[3] programme 21 (international protection, durable solutions and assistance to refugees) and the United Nations proposed programme budget for the biennium 2016-2017, part VI human rights and humanitarian affairs, section 25 international protection, durable solutions and assistance to refugees.[4]

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[1] UNHCR has supervisory responsibility under Article 35 of the 1951 Convention relating to the Status of Refugees and its 1967 Protocol. A number of regional instruments are also of relevance.

[2] This role is in accordance with the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness.

[3] A/67/6/Rev.1.

[4] A/70/6 (Sect. 25).

B. Budget structure and resource needs

1. Persons of concern

6. The budget for 2016-2017 continues to be based on the GNA[5] methodology. Table I.1 below shows the estimated numbers of persons of concern for 2015, 2016 and 2017, as well as the actual figures for 2014. A breakdown by region is provided in annex III.

Table I.1
Numbers of persons of concern 2014-2017

(in thousands)

Persons of concern	*2014* *Actual*	*2015* *Projection*	*2016* *Projection*	*2017* *Projection*
Refugees	13,686	15,312	15,914	16,377
Persons in refugee-like situations	694	689	664	773
Asylum-seekers (pending cases)	1,796	1,955	2,093	2,176
Returnees (arrivals during year)	127	424	440	486
Persons under UNHCR's statelessness mandate	3,492	3,213	3,348	3,136
Internally displaced persons (IDPs)	32,007	34,283	33,863	32,153
Persons in IDP-like situations	268	631	896	896
Returned IDPs (during year)	1,823	2,310	3,634	2,546
Others of concern	1,053	645	630	628
Total	**54,945**	**59,463**	**61,482**	**59,171**

7. The projected numbers are based on statistical analysis and planning scenarios developed in conjunction with field operations. The variations between the actual 2014 year-end figures and the projections for 2015, 2016 and 2017 represent forecasted changes based on current movement patterns and expected solutions for certain groups. These planning figures are one of the key drivers of the budgetary requirements.

2. Global strategic priorities and results-based management

8. The proposed budget 2016-2017 is directed by UNHCR's global strategic priorities (GSPs). The GSPs represent a common set of key priorities for planning in UNHCR's operations worldwide. They are designed as part of UNHCR's commitment to results-based management and in order to help the Office report on aggregated global results. They include operational GSPs, which provide direction for field activities, as well as support and management GSPs, which guide work at Headquarters and in regional offices. The GSPs are organized by rights groups, which represent thematic groupings of objectives, associated with specific areas of intervention (goals/rights group → objective → output). The detailed GSPs may be found in annex V. With respect to prior year programme performance, see UNHCR's Global Report.[6]

3. Budget structure

9. The programme budget is broken down into the following categories: field, global programmes and headquarters. The field category constitutes operational activities budgeted by region and carried out in various operations around the world. The global programmes category relates to technical activities that are undertaken by substantive divisions at UNHCR Headquarters but that are of direct benefit to field operations globally. The headquarters category pertains to work carried out by divisions and bureaux located in

[5] See A/AC.96/1068, paras. 111-135.
[6] Available from www.unhcr.org/globalreport.

Geneva, Budapest and Copenhagen, as well as in offices in other regional capitals, which entails providing policy guidance, administrative support, and managerial and programmatic assistance to field operations.

10. The connection between UNHCR's budget structure and the results framework is illustrated in figure I.A below. In accordance with article 6 of UNHCR's financial rules, the proposed budget is also presented under the pillar structure.

Figure I.A
UNHCR's budget structure and results framework

Budget pillars	Goals	Rights groups
Pillar 1 global refugee programme	- Emergency response - Protection pending solutions - Protection and mixed solutions	- Favourable protection environment - Fair protection processes and documentation - Security from violence and exploitation
Pillar 2 global stateless programme	- Reintegration - Voluntary return - Local integration	- Basic needs and essential services - Community empowerment and self reliance - Durable solutions
Pillar 3 global reintegration projects	- Resettlement - Capacity building - Advocacy for protection and solutions	- Leadership, coordination and partnerships - Logistics and operations support - Headquarters and regional support
Pillar 4 global IDP projects	- Resource mobilization - UNHCR Global management	

4. Needs-based programme budget

11. The original budget for 2015 amounted to $5,179.5 million, as approved by the Executive Committee at its sixty-fourth session in October 2013. At its sixty-fifth session in October 2014, the Executive Committee approved an annual budget of $6,234.4 million based on revised assessed needs for 2015. As at 30 June 2015, nine supplementary budgets, amounting to $1,017.1 million (see annex I, table 9),[7] had been established by the High Commissioner to address unforeseen needs in accordance with article 7.5 of UNHCR's financial rules,[8] while at the same time a reduction of $158.4 million was also implemented for the Middle East and North Africa, following a revision of the Regional Refugee Response Plan and the Syria Refugee Plan. The above variations have led to the current budget of $7,093.1 million as at 30 June 2015.

12. The proposed budgets for 2016 and 2017 amount to $6,546.3 million and $6,408.5 million respectively. They are the result of a GNA, reviewed and validated against UNHCR's comprehensive plans and GSPs for the same period. The proposed budgets for 2016 and 2017 are summarized in tables I.2 and I.3 below. The proposed budget for 2017 is preliminary and subject to revision by the Executive Committee in 2016.

[7] Please note that the totals presented in some of the tables of this report may not add up due to rounding.

[8] A/AC.96/503/Rev.10.

Table I.2
Revised and current budgets for 2015, proposed budgets for 2016 and 2017

(in thousands of US dollars)

	2015		2016	2017
	Revised budget	*Current budget*	*Proposed budget*	*Proposed budget*
Field	5,218,940	6,079,555	5,501,021	5,370,658
Global programmes	297,191	306,601	342,691	338,408
Headquarters	225,943	233,130	213,689	213,453
Sub-total programmed activities	**5,742,074**	**6,619,286**	**6,057,401**	**5,922,519**
Operational reserve	460,376	441,857	456,887	454,003
Sub-total programmed activities and operational reserve	**6,202,450**	**7,061,143**	**6,514,288**	**6,376,522**
"New or additional activities - mandate-related" reserve	20,000	20,000	20,000	20,000
Junior Professional Officers	12,000	12,000	12,000	12,000
Total	**6,234,450**	**7,093,143**	**6,546,288**	**6,408,522**

Table I.3
Proposed budgets for 2016 and 2017 by pillar

(in thousands of US dollars)

		Pillar 1 *Global refugee programme*	*Pillar 2* *Global statelessness programme*	*Pillar 3* *Global reintegration projects*	*Pillar 4* *Global IDP projects*	
	Year					*Total*
Field	2016	3,955,536	56,956	263,639	1,224,890	5,501,021
	2017	*3,931,031*	*57,136*	*257,206*	*1,125,286*	*5,370,658*
Global Programmes	2016	342,691	-	-	-	342,691
	2017	*338,408*				*338,408*
Headquarters	2016	213,689	-	-	-	213,689
	2017	*213,453*				*213,453*
Sub-total programmed activities	**2016**	**4,511,916**	**56,956**	**263,639**	**1,224,890**	**6,057,401**
	2017	***4,482,892***	***57,136***	***257,206***	***1,125,286***	***5,922,519***
Operational reserve	2016	456,887				456,887
	2017	*454,003*				*454,003*
Sub-total programmed activities and operational reserve	**2016**	**4,968,803**	**56,956**	**263,639**	**1,224,890**	**6,514,288**
	2017	***4,936,895***	***57,136***	***257,206***	***1,125,286***	***6,376,522***
"New or additional activities - mandate-related" reserve	2016	20,000	-	-	-	20,000
	2017	*20,000*	-	-	-	*20,000*
Junior Professional Officers	2016	12,000	-	-	-	12,000
	2017	*12,000*	-	-	-	*12,000*
Total	**2016**	**5,000,803**	**56,956**	**263,639**	**1,224,890**	**6,546,288**
	2017	***4,968,895***	***57,136***	***257,206***	***1,125,286***	***6,408,522***

13. The proposed budgets contain two reserves: the operational reserve (OR) and the "new or additional activities – mandate-related" reserve (NAM). The OR is calculated at 10 per cent of the total programmed activities budget under pillars 1 and 2; this amounts to $456.9 million for 2016 and $454.0 million for 2017. The Office proposes to maintain the current annual appropriation level of $20 million under the NAM reserve. It also proposes to maintain an annual provision of $12 million for the Junior Professional Officer (JPO) programme.

14. The biennial budget also incorporates the United Nations 2016-2017 programme budget (regular budget) appropriation for UNHCR, estimated at $90.96 million. On the basis of even distribution, this is equivalent to an annual amount of $45.48 million.

C. Overall trends

1. Overview

Table I.4
Current budget for 2015 and proposed budgets for 2016 and 2017 by region, global programmes and headquarters

(in thousands of US dollars)

	2015 Current budget		*2016 Proposed budget*		*2017 Proposed budget*	
	Amount	*%*	*Amount*	*%*	*Amount*	*%*
Africa	2,694,364	38%	2,289,061	35%	2,223,706	35%
Middle East and North Africa	2,135,855	30%	2,045,150	31%	1,980,691	31%
Asia and the Pacific	595,857	8%	534,342	8%	515,186	8%
Europe	536,051	8%	516,891	8%	537,123	8%
The Americas	117,428	2%	115,577	2%	113,952	2%
Sub-total field	**6,079,555**	**86%**	**5,501,021**	**84%**	**5,370,658**	**84%**
Global programmes	309,601	4%	342,691	5%	338,408	5%
Headquarters	230,130	3%	213,689	3%	213,453	3%
Sub-total programmed activities	**6,619,286**	**93%**	**6,057,401**	**93%**	**5,922,519**	**92%**
Operational Reserve (OR)	441,857	6%	456,887	7%	454,003	7%
Sub-total programmed activities and Operational Reserve	**7,061,143**	**100%**	**6,514,288**	**100%**	**6,376,522**	**100%**
"New or additional activities - mandate-related" Reserve	20,000	0%	20,000	0%	20,000	0%
Junior Professional Officers	12,000	0%	12,000	0%	12,000	0%
Total	**7,093,143**	**100%**	**6,546,288**	**100%**	**6,408,522**	**100%**

15. As shown in table I.4 above, the total current budget for 2015 stands at $7,093.1 million as at 30 June 2015. This amount represents the 2015 revised budget approved by the Executive Committee in October 2014, together with the supplementary budgets established during the course of the year under the biennial programme budget 2014-2015 (revised) which were established to address unforeseen emergency needs.

16. The needs assessed for the forthcoming biennium include part of the 2015 supplementary emergency needs, which have been absorbed in the proposed 2016 budget estimated at $6,546.3 million, an increase of $311.9 million or 5 per cent. However, when the needs for the biennium 2016-2017 were assessed, some emergencies had not occurred and existing emergencies developed further. Thus the financial implications are not fully reflected in the budget proposal for the biennium. When comparing the 2016 requirements with the 2015 current requirements, there is an overall net decrease of $546.8 million or 8 per cent.

17. The largest operational requirements remain in Africa, which accounts for 38 per cent of the current 2015 total budget and 35 per cent of the 2016 proposed total budget. The requirements for the Middle East and North Africa account for 30 per cent of the current 2015 total budget and 31 per cent of 2016 proposed total budget. The requirements in Asia and the Pacific region and in Europe remain stable at some 8 per cent, and the Americas is also constant at 2 per cent.

18. Global programmes are estimated to increase by $36.1 million or 12 per cent, reaching just over 5 per cent of the total proposed budget for 2016, while headquarters will remain stable at $213.7 million or approximately 3 per cent of the total budget.

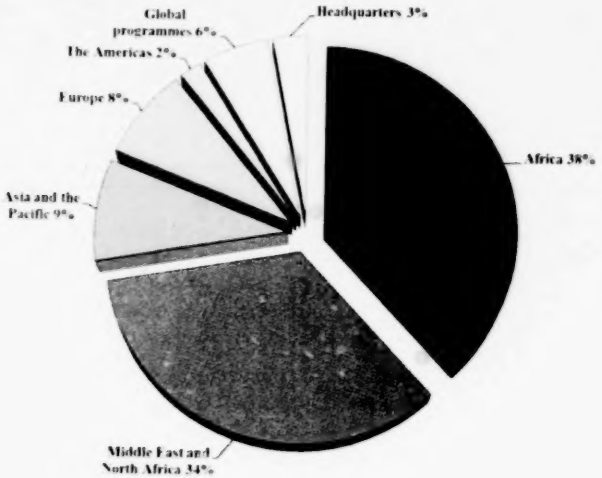
19. The total requirements assessed for 2017 stand at $6,408.5 million, a decrease of $137.8 million or 2 per cent when compared with requirements for 2016, consistent with budget trends at the regional, global programmes and headquarters levels.

20. Further details are provided in annex I, table 1 by region, global programmes and headquarters; annex I, table 2 by programme, programme support, and management and administration; and annex I, tables 3 and 4 on global programmes and headquarters.

2. Programmed activities for 2016

21. The 2016 requirements for programmed activities only (excluding reserves and the JPO programme) stand at $6,057.4 million. The percentage breakdown by region, global programmes and headquarters is shown in figure I.A below.

Figure I.A
Percentage breakdown of proposed budget for 2016 (programmed activities only) by region



3. Budgets, funds available and expenditures 2010-2014

22. Table I.5 below shows the trends of budgets, funds available and expenditures for the period 2010 to 2014 since the introduction of the GNA budget in 2010. Against a backdrop of increasing needs and funding gaps, UNHCR has successfully maximized implementation, as reflected in the consistently increasing expenditure rates against funds available. When comparing 2014 to the previous year, the implementation rate against funds available continued to rise, reaching 93 per cent, against the backdrop of an increasing funding gap.

Table I.5
Budgets, funds available and expenditures 2010-2014

(in millions of US dollars)

	2010	*2011*	*2012*	*2013*	*2014*
Needs, funds available and expenditure					
GNA budget (needs)	3,288.7	3,821.7	4,255.6	5,335.4	6,569.7
Funds available	2,112.3	2,413.1	2,593.8	3,234.1	3,603.1
Implementation (expenditure)	1,878.2	2,181.1	2,357.7	2,971.8	3,355.4
Analysis in percentage terms					
Funds available against needs	64%	63%	61%	61%	55%
Funding gap	36%	37%	39%	39%	45%
Implementation against needs	57%	57%	55%	56%	51%
Implementation against funds available	89%	90%	91%	92%	93%

4. United Nations regular budget

23. As per Article 20 of its Statute, the administrative expenditure of the Office shall be financed under the United Nations regular budget.

24. For 2016-2017, the estimated resources amount to $90.96 million after initial recosting. At this level, the regular budget will fund 31 per cent of UNHCR's budget for management and administration costs. It will cover the cost of the posts of the High Commissioner and the Deputy High Commissioner, 218 management and administration posts at Headquarters (see annex I, table 13) and a proportion of related non-post requirements and security costs at Headquarters.

5. Budget methodology

25. UNHCR's budget remains driven by extensive planning formulated on the basis of comprehensive needs identified through a GNA. The GNA methodology assesses requirements through a participatory approach in consultations with all stakeholders in field-based operations, so that plans and budgets are prepared to respond to the full range of needs identified. A thorough global review process ensures that UNHCR's comprehensive plans present a realistic and coherent response to the needs identified, as well as confirming alignment with the Office's GSPs.

26. As the budget can only be implemented to the extent that resources become available during the implementation period, a phased approach is maintained and a continuous reprioritization and adjustment of programmes performed. Dynamic budget targets regulate the level of expenditure, authorized based on funding availability.

27. UNHCR's presentation currency is the United States dollar; however it operates in a wide range of functional currencies and in this context, the exchange rate remains a crucial consideration. Budgeted amounts denominated in Swiss francs are reflected at US$ 1 = CHF 0.950 in the current 2015 budget and US$ 1 = CHF 0.954 in the proposed 2016 and 2017 budgets. Euro currency transactions are factored in at US$ 1 = EUR 0.882 for the current 2015 budget and US$ 1 = EUR 0.891 for the 2016 and 2017 budgets.

D. Analysis of past expenditures

28. The final budget for 2014 amounted to $6,569.7 million. The original budget of $5,307.8 million had been approved by the Executive Committee at its sixty-fourth session in October 2013. At its sixty-fifth session in October 2014, the Executive Committee

approved the revised budget of $6,236.2 million. The final budget figure represents the sum of the original budget and a total of eight supplementary budgets established by the High Commissioner, which amounted to $1,261.9 million.

29. The final expenditure in 2014 was $3,355.4 million, representing an increase of approximately 13 per cent compared to 2013 (see table I.6 below). In terms of expenditure, the average annual growth rate has been 16 per cent for the past five years. In table I.7, expenditure is compared with total funds available ($3,603.1 million), showing an overall implementation rate of 93 per cent in 2014, as compared with 92 per cent in 2013.

Table I.6
Expenditure 2013-2015 by region, global programmes and headquarters

(in thousands of US dollars)

	2013		2014		2015 (as at 30 June 2015)	
	Amount	%	Amount	%	Amount	%
Africa	972,125	33%	1,125,196	34%	477,830	36%
Middle East and North Africa	1,058,006	36%	1,198,814	36%	344,588	26%
Asia and the Pacific	291,598	10%	269,396	8%	114,780	9%
Europe	170,798	6%	209,279	6%	147,394	11%
The Americas	61,116	2%	61,105	2%	28,042	2%
Sub-total field	**2,553,643**	**86%**	**2,863,790**	**85%**	**1,112,634**	**84%**
Global programmes	216,660	7%	278,891	8%	100,373	8%
Headquarters	193,512	7%	205,401	6%	104,653	8%
Sub-total programmed activities	**2,963,815**	**100%**	**3,348,082**	**100%**	**1,317,660**	**100%**
Junior Professional Officers	8,010	0.3%	7,327	0.2%	3,419	0.3%
Total	**2,971,825**	**100%**	**3,355,409**	**100%**	**1,321,079**	**100%**
Annual increase / (decrease)		*26%*		*13%*		*n.a.*

Table I.7
Total requirements, funds available and expenditure in 2014 by pillar

(in thousands of US dollars)

Pillar	*GNA budget*	*Funds available*	*Expenditure*	*Expenditure on GNA budget (percentage)*	*Expenditure on funds available (percentage)*
Pillar 1 refugee programme	4,896,002	2,839,541	2,627,077	54%	93%
Pillar 2 stateless programme	68,269	38,110	35,963	53%	94%
Pillar 3 reintegration projects	258,272	85,645	79,070	31%	92%
Pillar 4 IDP projects	1,347,211	639,803	613,299	46%	96%
Total	**6,569,754**	**3,603,099**	**3,355,409**	**51%**	**93%**

E. UNHCR's workforce

1. UNHCR staff

30. UNHCR's work force consists of: i) staff on regular posts of both long and short-term duration, including those working under temporary arrangements; and ii) JPOs.

Regular posts

31. Regular posts consist of three categories: programme (PG) posts (only in the field); programme support (PS) posts (headquarters and the field); and management and administration (MA) posts (headquarters only).

32. In response to an audit recommendation from the Board of Auditors advocating a refinement of the methodology used to allocate programme and management costs, in early 2015 UNHCR reviewed the classification of positions in the three categories taking into consideration their functions. As a result of the review, over 1,500 field positions for secretaries, information technology staff and drivers were classified as PS as their functions imply programme support to the operations. Thus, as at June 2015, 53 per cent of the total workforce was comprised of PG posts, 41 per cent of PS posts and 6 per cent of MA posts, and this composition remains stable in the 2016-2017 staffing structure.

33. Table I.8 below presents an overview of posts in 2014, 2015 (at 30 June), 2016 and 2017, while table I.9 shows the same overview by PG, PS and MA and by region, global programmes and headquarters. A complete overview of posts by grade and category, within regions and at Headquarters, is provided in annex I, tables 10-12.

Table I.8
Overall summary of posts in 2014-2017[1]

	Field[2]		*Global Programmes*		*Headquarters*		*Overall*	
Region	*Total*	*%*	*Total*	*%*	*Total*	*%*	*Posts*	*%*
2014 Total (as at 31 December 2014)	9,048	90%	89	1%	902	9%	10,039	100%
2015 Total (as at 30 June 2015)	9,675	90%	90	1%	984	9%	10,749	100%
2016								
West Africa	823	100%	-	0%	-	0%	823	100%
East and Horn of Africa	2,618	100%	-	0%	-	0%	2,618	100%
Central Africa and the Great Lakes	1,083	100%	-	0%	-	0%	1,083	100%
Southern Africa	225	100%	-	0%	-	0%	225	100%
Sub-total Africa	4,749	100%	-	0%	-	0%	4,749	100%
Middle East and North Africa	1,906	100%	-	0%	-	0%	1,906	100%
Asia and the Pacific	1,346	100%	-	0%	-	0%	1,346	100%
Europe	939	100%	-	0%	-	0%	939	100%
The Americas	376	100%	-	0%	-	0%	376	100%
Sub-total Field	9,316	100%	-	0%	-	0%	9,316	100%
Global Programmes[3]	-	0%	67	100%	-	0%	67	100%
Global Service Centre[4]	-	0%	126	25%	371	75%	497	100%
Regional Office Brussels	-	0%	-	0%	21	100%	21	100%
New York	-	0%	-	0%	15	100%	15	100%
Headquarters[5]	-	0%	-	0%	565	100%	565	100%
2016 Total (as at 1 January 2016)	9,316	89%	193	2%	972	9%	10,481	100%
2017 Total (as at 1 January 2017)	9,163	89%	195	2%	966	9%	10,324	100%

(1) All posts, including those projected for less than a full year, excluding JPOs and United Nations Volunteers. National and international staffing only (NoOE).

(2) Includes positions funded under Global Programmes located in the Field.

(3) Geneva only.

(4) Global Service Centre includes Copenhagen.

Table I.9
Overall summary of posts in 2014-2017 by programme, programme support, and management and administration by region, global programmes and headquarters[1]

	Year	*Programme* Total	*Programme Support* Total	*Management and Administration* Total	*Overall* Total
Africa	2014	3,592	1,006	-	4,598
	2015	2,642	2,117	-	4,758
	2016	2,658	2,091	-	4,749
	2017	2,481	2,068	-	4,549
Middle East and North Africa	2014	1,394	420	-	1,814
	2015	1,382	721	-	2,103
	2016	1,228	679	-	1,906
	2017	1,225	680	-	1,905
Asia and the Pacific	2014	1,103	362	-	1,465
	2015	863	559	-	1,423
	2016	788	558	-	1,346
	2017	800	563	-	1,363
Europe	2014	531	275	-	806
	2015	597	418	-	1,015
	2016	599	339	-	939
	2017	597	337	-	934
The Americas	2014	270	96	-	365
	2015	239	137	-	376
	2016	229	147	-	376
	2017	266	146	-	412
Global Programmes	2014	-	89	-	89
	2015	-	90	-	90
	2016	-	193	-	193
	2017	-	195	-	195
Headquarters	2014	-	336	566	902
	2015	-	374	611	984
	2016	-	341	631	972
	2017	-	339	627	966
Total	2014	6,888	2,584	566	10,039
	2015	5,723	4,416	611	10,749
	2016	5,501	4,349	631	10,481
	2017	5,368	4,329	627	10,324

(1) All posts (including those projected for less than a full year), excluding JPOs and United Nations Volunteers (National and International) serving with UNHCR.

(2) Headquarters includes Geneva, Budapest, Regional Office Brussels and Liaison Office in New York.

(3) Includes posts financed from United Nations Regular Budget.

34. The total number of posts for the 2016 budget is 10,481, representing a net decrease of 268 posts, or 2 per cent when compared with the staffing level of 10,749 as at June 2015. The total net decrease reflects reductions in PG and PS, some 221 and 67 posts respectively, and an increase in MA by 20 posts.

35. At the regional level, there is a decrease in posts for the Middle East and North Africa (197 posts), for Asia and the Pacific (77 posts), for Europe (76 posts) and for Africa (9 posts), as well as headquarters (12 posts), while the Americas remains stable. The decrease is partially compensated by the increase for global programmes (103 posts). This

is due to the transfer of global programmes posts from different locations to the Copenhagen Global Service Centre, in addition to the creation of new posts to further enhance support to the field, also in Copenhagen.

36. Overall, a further reduction of 157 posts is envisaged for 2017, bringing the total to 10,324.

37. The term "staff-in-between-assignments" (SIBAs) refers to those staff members with indefinite appointments who have completed a standard assignment in one duty station but who have not yet been appointed to another post. As reflected in table I.10 below, as at 30 June 2015, there were 30 SIBAs between the P-2 and D-1 levels, with an increase of 3 SIBAs compared to the situation at 30 June 2014.

Table I.10
Staff-in-between-assignments as at 30 June 2015

Duration	*D-1*	*P-5*	*P-3/ P-4*	*P-2*	*Total*
Up to 6 months	2	5	9	-	**16**
7 to 15 months	1	-	8	1	**10**
16 to 18 months	-	-	2	2	**4**
Total	**3**	**5**	**19**	**3**	**30**

Junior Professional Officers

38. At end June 2015, there were 56 JPOs, of which 21 were located at Headquarters and 35 in the field.

2. Affiliate workforce

39. This category comprises United Nations Volunteers (UNVs), deployees (staff on secondment from other organizations) and consultants. At end June 2015, there were 597 UNVs, all of whom were located in the field; 59 per cent were in Africa. There were also 120 consultants.

II. Programme of work

A. Overall operational requirements

40. UNHCR's programme of work is illustrated by the operational requirements defined for field operations and for global programmes, thus excluding headquarters, reserves and JPOs.

1. Requirements for field and global programmes by pillar

41. An overview comparing funds available and expenditure in 2013 and 2014 with the current budget for 2015 and the proposed budgets for 2016 and 2017, broken down by pillar is presented in table II.1 below for field and global programmes only.

Table II.1
Funds available and expenditure in 2013 and 2014, current budget for 2015 and proposed budgets for 2016 and 2017 by pillar (field and global programmes only)

(in thousands of US dollars)

	2013		*2014*		*2015*	*2016*	*2017*
	Funds available	*Expenditure*	*Funds available*	*Expenditure*	*Current budget*	*Proposed budget*	*Proposed budget*
Pillar 1 refugee programme	2,303,316	2,192,222	2,555,807	2,414,349	4,668,091	4,298,227	4,269,439
Pillar 2 stateless programme	38,957	36,112	38,110	35,963	74,425	56,956	57,136
Pillar 3 reintegration projects	93,668	91,383	85,502	79,070	241,192	263,639	257,206
Pillar 4 IDP projects	473,043	450,586	639,803	613,299	1,402,448	1,224,890	1,125,286
Total field and global programmes	**2,908,983**	**2,770,303**	**3,319,223**	**3,142,681**	**6,386,156**	**5,843,712**	**5,709,066**
Implementation rate		*95%*		*95%*			

42. The current 2015 and proposed 2016 requirements for refugees and asylum-seekers under pillar 1 represent 73 per cent and 74 per cent of the required resources for the field and global programmes. As in 2015, the major requirements in 2016 continue to be in Africa, followed by the Middle East and North Africa and Europe, reflecting the existing large-scale emergencies, such as South Sudan and the Syria situation.

43. In both 2015 and 2016, the requirements for the statelessness programme under pillar 2 account for 1 per cent of the requirements for field and global programmes. In 2016, Africa accounts for the majority of the field and global programmes budget for pillar 2, followed by Asia and the Pacific.

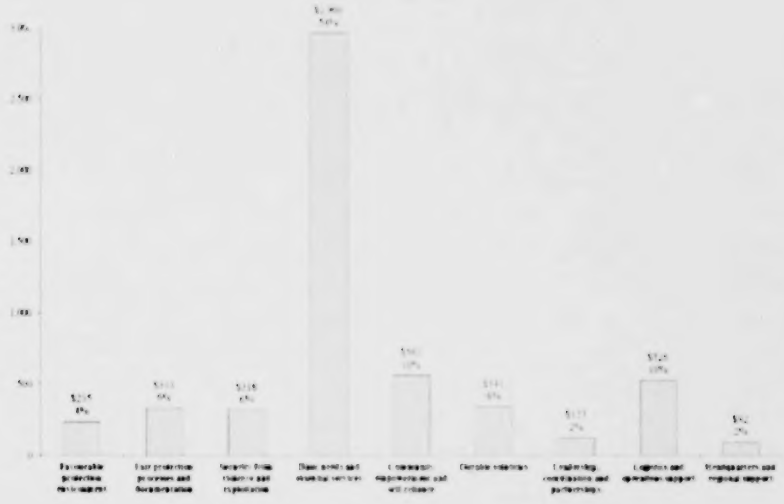
44. The requirements for reintegration projects under pillar 3 are estimated to remain stable at approximately 4 per cent. In 2016, the main needs will be in Africa and in Asia and the Pacific.

45. The requirements for IDPs under pillar 4 represent 22 per cent of the current 2015 budget and 21 per cent of the proposed 2016 budget for the field and global programmes. In 2016, the Middle East and North Africa accounts for the majority of the total requirements, mainly due to the operations in Iraq and the Syrian Arab Republic, while in Africa, significant requirements remain in South Sudan.

2. Requirements for field operations by rights group

46. A graphical representation of the distribution of the proposed 2016 budget for the field by rights group is presented in figure II.A below. Detailed information on the 2016 field budgets by persons of concern, region and rights group is available in annex I, tables 7 and 8, where the pillar breakdown is also provided.

Figure II.A
Proposed field budget for 2016 by rights group (in millions of US dollars)



B. UNHCR operations – regional trends

47. A summary of operational requirements by region is presented in table II.2 below, followed by sub-regional breakdowns.

Table II.2
Funds available and expenditure in 2013 and 2014, current budget for 2015 and proposed budgets for 2016 and 2017, by region (field and global programmes only)

(in thousands of US dollars)

	2013		*2014*		*2015*	*2016*	*2017*
	Funds available	*Expenditure*	*Funds available*	*Expenditure*	*Current budget*	*Proposed budget*	*Proposed budget*
Africa	1,016,968	972,125	1,195,269	1,125,196	2,694,364	2,289,061	2,223,700
Middle East and North Africa	1,081,159	1,058,106	1,233,364	1,198,814	2,135,855	2,045,150	1,980,691
Asia and the Pacific	331,264	291,598	318,409	269,396	595,857	534,342	515,180
Europe	170,746	170,398	219,906	200,279	536,051	516,801	537,123
Americas	62,800	61,116	61,546	61,105	117,428	115,577	113,952
Global programmes	237,046	216,960	290,729	278,891	306,601	342,691	338,408
Total field and global programmes	**2,908,983**	**2,770,303**	**3,319,223**	**3,142,681**	**6,386,156**	**5,843,712**	**5,709,066**
Implementation rate		*95%*		*95%*			

1. Africa[a]

Table II.3
Funds available and expenditure in 2013 and 2014, current budget for 2015 and proposed budgets for 2016 and 2017 by subregion

(in thousands of US dollars)

	2013		2014		2015	2016	2017
Subregion	Funds available	Expenditure	Funds available	Expenditure	Current budget	Proposed budget	Proposed budget
West Africa	162,714	154,605	154,033	135,781	292,846	260,395	225,828
East and Horn of Africa	622,545	580,895	759,964	710,781	1,693,270	1,485,878	1,464,064
Central Africa and the Great Lakes	190,681	186,810	238,577	236,154	634,203	475,117	472,877
Southern Africa	41,028	40,814	42,695	42,480	74,045	67,671	60,936
Total Africa	**1,016,968**	**972,125**	**1,195,269**	**1,125,196**	**2,694,364**	**2,289,061**	**2,223,706**
Implementation rate		96%		94%			

48. The strategic directions for Africa in 2016-2017 include (i) addressing the protection and assistance needs of persons of concern; (ii) strengthening emergency preparedness and response; (iii) finding solutions for protracted situations; (iv) providing livelihood opportunities and promoting self-reliance; (v) addressing statelessness; (vi) responding to the needs of urban refugees; (vii) enhancing partnerships to advance operational objectives; (viii) improving management performance, accountability, financial due diligence, and staff safety; (ix) strengthening fundraising and inter-agency coordination; (x) supporting IDP operations within the inter-agency framework.

49. At end-2014, there were some 16.8 million persons of concern to UNHCR in the region. In 2015, the emergency in Yemen had an impact on the Africa region, with tens of thousands of refugees and persons of other nationalities fleeing across the Gulf of Aden, mainly to Djibouti and Somalia. This, together with expected new displacements due to ongoing emergencies, has increased the projected population of concern to approximately 18 million by end-2015. In 2016, the number of persons of concern is estimated to remain at a similar level.

50. The 2015 revised budget approved by the Executive Committee in October 2014 for Africa was $2,169.5 million. As shown in table II.3 above, the budget reached $2,694.4 million as at 30 June 2015. This is inclusive of five supplementary budgets created since October 2014 to address unforeseen needs due to the Burundi, Nigeria, South Sudan and Yemen situations, as well as the Ebola response.

51. The 2016 budget for the Africa region stands at $2,289.1 million, representing 39 per cent of UNHCR's operational requirements for 2016. When compared with the 2015 revised budget approved in October 2014, this is an increase of $119.6 million. As

[a] For the purposes of this document, "Africa" refers to sub-Saharan Africa.

the needs for the most recent emergencies, particularly Burundi and Yemen, have not been incorporated in the 2016 requirements, a decrease of $405.3 million is shown when comparing the current requirements for 2015 with those estimated for 2016.

52. At the subregional level, the major variations can be found in the East and Horn of Africa (a decrease of $207.4 million or 12 per cent) and in the Central Africa and Great Lakes (a decrease of $159.1 million or 25 per cent). A moderate decrease can also be found in West Africa ($32.5 million or 11 per cent) and Southern Africa ($6.4 million or 9 per cent). The variations are explained below.

53. In the East and Horn of Africa, the decrease is related to the situation in South Sudan, resulting from a realignment of the IDP strategy and an assessment of operational priorities, taking into account the volatile operational environment. The number of IDPs is expected to decrease by end 2016 and reduce further in 2017, resulting in reduced requirements. In Ethiopia, while the projected number of refugees in 2016 has increased, the reduced requirements are due to considerable investments and cost-efficiency measures made in 2015. In Sudan, despite an anticipated increase in the number of new arrivals from South Sudan in 2016, further movements from camps to urban areas are expected. The reduced requirements in Eritrea and Kenya are associated with a decrease in the planning figures of persons of concern.

54. Meanwhile, increased requirements in Chad are related to the integration of refugees into national systems and the promotion of self-reliance. Chad has also started to implement an out-of-camp strategy for Central African and Sudanese refugees, with an emphasis on strengthening the delivery of services. The overall assumptions for the Nigeria and Central African Republic situations will have to be reviewed as developments unfold. The increase in requirements in Uganda is associated with a rise in the planning figures for persons of concern.

55. In the Central Africa and Great Lakes subregion, major investments in camps and host community infrastructure made under the 2015 budget have reduced the needs in 2016 in operations such as Cameroon. The crisis in Burundi prompted the establishment of a supplementary budget to cover the needs of IDPs and refugees in the Democratic Republic of the Congo, Rwanda and the United Republic of Tanzania. At the time of planning for 2016-2017, the magnitude and implications of the emergency were not known. For this reason, the associated requirements were not incorporated in the 2016 budget. The requirements will be reassessed in late 2015. The additional needs for the Nigeria situation, addressed by way of supplementary budgets in 2015 have significantly increased the current requirements for the countries involved, for instance Cameroon.

56. In West Africa, decreased requirements are due to the scaling down of four offices (Benin, the Gambia, Guinea-Bissau and Sierra Leone) under the Regional Office in Senegal; a reduction in Mali (related to the recently signed peace agreement, which is expected to stabilize the situation); and the planned downsizing of the operation in Liberia due to the repatriation of Ivorian refugees, leading to camp consolidation and closure in 2016.

57. In the Southern Africa subregion, moderate variances stem from the budgets for Zambia, due to the gradual handover of services to national line ministries which began in 2015 (such as a the handover of clinics to the Ministry of Health); and the budgets for Angola and Botswana, where phasing-down strategies have led to significant reductions in the requirements for 2016. However, some budget readjustments for the subregion may be required as a result of recent positive developments regarding the approval of local integration criteria for Rwandans and the expansion of eligibility criteria for all Angolans who arrived in Zambia by end 2003, who will be eligible to apply for local integration.

58. The 2017 budget stands at $2,223.7 million, a decrease of $65.4 million or 3 per cent when compared to the 2016 budget.

Table II.4
Total requirements, funds available and expenditure in 2014 by pillar

(in thousands of US dollars)

Pillar	*GNA budget*	*Funds available*	*Expenditure*	*Expenditure on GNA budget (percentage)*	*Expenditure on funds available (percentage)*
Pillar 1 refugee programme	1,991,527	1,005,835	949,703	48%	93%
Pillar 2 stateless programme	20,353	9,921	9,706	48%	98%
Pillar 3 reintegration projects	89,114	29,649	29,583	33%	100%
Pillar 4 IDP projects	481,973	149,864	136,203	28%	91%
Total Africa	**2,582,967**	**1,195,269**	**1,125,196**	**44%**	**94%**

59. Table II.4 above provides details of financial performance in the region in 2014. The GNA budget reached approximately $2,583.0 million by year-end, accounting for approximately 43 per cent of the final budget for global operational requirements in the field and global programmes of $6,023.5 million. Funds available reached $1,195.3 million or 46 per cent of the budget, while expenditure stood at some $1,125.2 million or 44 per cent and 94 per cent of the budget and funds available respectively. Approximately $1,387.7 million or 54 per cent of the needs remained unfunded. As the majority of resources were dedicated to emergencies and life-saving activities, there were limited funds available to carry out solutions-oriented activities, including livelihood programmes.

2. Middle East and North Africa

Table II.5
Funds available and expenditure in 2013 and 2014, current budget for 2015 and proposed budgets for 2016 and 2017 by subregion

(in thousands of US dollars)

	2013		*2014*		*2015*	*2016*	*2017*
Subregion	*Funds available*	*Expenditure*	*Funds available*	*Expenditure*	*Current budget*	*Proposed budget*	*Proposed budget*
Middle East	982,980	961,179	1,133,847	1,099,439	1,952,862	1,872,469	1,798,352
North Africa	98,179	96,827	99,517	99,375	182,993	172,681	182,339
Total Middle East and North Africa	**1,081,159**	**1,058,006**	**1,233,364**	**1,198,814**	**2,135,855**	**2,045,150**	**1,980,691**
Implementation rate		*98%*		*97%*			

60. The strategic directions for the Middle East and North Africa (MENA) in 2016 include (i) maintaining emergency response capacity and coordination leadership for refugee and IDP emergencies; (ii) pursuing solutions, including

for protracted refugee situations, while preserving protection space in host countries; (iii) expanding protection for refugees and IDPs, including access and freedom of movement; (iv) advocating access for persons of concern to national systems without discrimination and, where such services are not available, providing basic services; (v) reducing protection risks for refugees and IDPs, particularly for children, including sexual and gender-based violence (SGBV); (vi) addressing statelessness; (vii) enhancing partnerships with local organizations, civil society and host communities; (viii) supporting responses to mixed migration; and (ix) strengthening inter-agency coordination and fundraising.

61. At end-2014, there were some 16.8 million persons of concern in the region. The operational environment is increasingly volatile, with a complex political outlook and social and economic tensions causing growing numbers and vulnerabilities of persons of concern to UNHCR. In addition to the current situations in Iraq and the Syrian Arab Republic, the conflict in Yemen has increased emergency needs in the region. The continued deterioration of security in Libya and other countries in the region generated internal displacement and refugee outflows. With the number of refugees and migrants attempting to cross the Gulf of Aden and the Mediterranean Sea on the rise, UNHCR is developing appropriate responses with partners. The planning figure for persons of concern is expected to remain above 16 million for 2016 and 2017.

62. The 2015 revised budget approved by the Executive Committee in October 2014 for the Middle East and North Africa was $1,886.5 million, while the current budget has reached $2,135.9 million, as reflected in table II.5 above. This is inclusive of two supplementary budgets, primarily for the Iraq and Yemen situations, and a reduction in the annual budgets for Jordan and Lebanon following a revision of the Regional Refugee Response Plan and the Syria Refugee Plan to adjust to more accurate planning figures.

63. The 2016 budget stands at $2,045.1 million, approximately 35 per cent of the global operational requirements. This is an increase of $158.7 million or 8 per cent when compared with the 2015 revised budget, representing, in part, additional needs that arose in 2015 that are now incorporated in the 2016 budget. In comparison with the 2015 current budget, this is a slight decrease of $90.7 million or 4 per cent.

64. In the Middle East subregion, there is an overall decrease of approximately $80.4 million or 4 per cent compared to the current 2015 budget. This is mainly due to reductions for Yemen ($46.2 million), Lebanon ($27.7 million), Jordan ($10.2 million) and for common regional activities ($10.7 million), and is partially offset by an increase for the Syrian Arab Republic ($15.6 million). In Iraq, the requirements for 2016 remain stable at some $556.0 million, although there is a shift in needs from pillar 1 (refugee programme) and pillar 3 (reintegration projects) to pillar 4 (IDP projects), due to the current situation on the ground. The adjustment in Iraq and the reduced requirements for Jordan and Lebanon are the result of thorough inter-agency planning processes. Though the situation in Yemen has continued to deteriorate in 2015, at the time of planning for 2016 the magnitude of the needs was not known. Owing to the potential for further displacement within and outside Yemen, the 2016 budget is expected to be revised.

65. In the North Africa subregion there is an overall decrease of approximately $10.3 million or 6 per cent compared to the current 2015 budget. This is mainly due to reductions in Algeria and Mauritania. In the past 18 months, North Africa has witnessed an increase in mixed flows and an upsurge in the number of asylum-seekers. The deterioration of the security situation in Libya, which is generating greater protection needs and both internal displacement and irregular movements from Libyan shores to Europe, presents a key challenge. In response, inter-agency contingency planning has been conducted in the

neighbouring countries of Egypt and Tunisia. With over 200,000 individuals arriving in Europe in 2014 and a higher number expected this year, 2016-2017 planning will be shaped by the evolving scenario of mixed movements.

66. The 2017 budget stands at $1,980.7 million, some $64.5 million or 3 per cent lower than the 2016 budget. This is mainly driven by an expected reduction in the number of persons of concern.

Table II.6
Total requirements, funds available and expenditure in 2014 by pillar

(in thousands of US dollars)

Pillar	*GNA budget*	*Funds available*	*Expenditure*	*Expenditure on GNA budget (percentage)*	*Expenditure on funds available (percentage)*
Pillar 1 refugee programme	1,246,032	840,917	810,980	65%	96%
Pillar 2 stateless programme	4,243	3,181	3,167	75%	100%
Pillar 3 reintegration projects	39,599	10,536	10,536	27%	100%
Pillar 4 IDP projects	654,781	378,730	374,152	57%	99%
Total Middle East and North Africa	**1,944,655**	**1,233,364**	**1,198,814**	**62%**	**97%**

67. Table II.6 above provides details of financial performance in the region in 2014. The GNA budget reached $1,944.7 million by year-end, accounting for approximately 32 per cent of the final budget for global operational requirements in the field and global programmes of $6,023.5 million. Funds available reached some $1,233.4 million or 63 per cent of the budget, while expenditure stood at $1,198.8 million or 62 per cent and 97 per cent of the budget and funds available respectively. Of the funds received, 68 per cent was spent on protection and assistance for refugees and 30 per cent on protection and assistance for IDPs. Approximately $711.3 million or 37 per cent of the needs remained unfunded. The gap in available funding is reflected in the unmet needs, and prioritization was given to the areas of health and shelter, winterization for refugees and cash-based interventions.

3. Asia and the Pacific

Table II.7
Funds available and expenditure in 2013 and 2014, current budget for 2015 and proposed budgets for 2016 and 2017 by subregion

(in thousands of US dollars)

	2013		*2014*		*2015*	*2016*	*2017*
Subregion	*Funds available*	*Expenditure*	*Funds available*	*Expenditure*	*Current budget*	*Proposed budget*	*Proposed budget*
South-West Asia	189,047	162,673	192,263	158,903	360,170	335,827	322,295
Central Asia	10,516	9,501	10,443	9,917	14,670	14,678	14,976
South Asia	22,202	21,592	20,715	20,098	39,291	31,136	29,409
South East Asia	98,340	86,679	80,001	70,152	169,348	140,510	137,335
East Asia and the Pacific	11,153	11,153	14,987	10,326	12,378	12,190	11,170
Total Asia and the Pacific	**331,264**	**291,598**	**318,409**	**269,396**	**595,857**	**534,342**	**515,186**
Implementation rate		88%		85%			

68. Strategic directions for Asia and the Pacific include: (i) advocating protection; (ii) finding solutions for protracted situations; (iii) responding to new displacement and maintaining emergency response capacity; (iv) addressing statelessness and irregular movements; and (v) pursuing fundraising initiatives that serve global interests.

69. With more than 80 per cent of the refugee population in the region living outside camps, UNHCR is exploring a more pragmatic approach towards solutions in 2016-2017. This includes activities aimed at self-reliance and empowerment, as well as efforts to include refugees in national services. Strong partnerships with governments, regional entities, United Nations agencies and others will be essential to these endeavours.

70. At end-2014, the number of persons of concern in the region stood at 7.8 million. The lack of a legal framework to anchor protection and solutions in many countries continues to pose challenges. Of the 45 countries covered by UNHCR in the region, only 20 have acceded to the 1951 Refugee Convention relating to the Status of Refugees and its 1967 Protocol. The projected number of persons of concern in 2015 and 2016 is 9 million and some 7.3 million respectively.

71. The 2015 revised budget approved by the Executive Committee in October 2014 for Asia and the Pacific was $565.2 million. As reflected in table II.7 above, it reached $595.9 million as at 30 June 2015, inclusive of two supplementary budgets for the Pakistan-North Waziristan situation and the Bay of Bengal emergency.

72. The 2016 budget stands at $534.3 million or 9 per cent of the global operational requirements, representing a decrease when compared with both the 2015 revised budget ($30.9 million or 5 per cent) and the 2015 current budget ($61.5 million or 10 per cent). The variations are explained below.

73. Significant variations can be found in the South-West Asia subregion. Compared with the current 2015 requirements, in 2016 there is a decrease of some $24.3 million or 7 per cent, mainly in Afghanistan ($12.9 million or 9 per cent) and Pakistan ($9.3 million or 7 per cent). This is due to the emphasis on solutions in 2016-2017, particularly for Afghan refugees. The formation of a new Government of National Unity in Afghanistan has raised hopes that solutions may be found to the world's largest protracted refugee situation.

74. In 2016, the budget for the South Asia subregion reflects a decrease of some $8.1 million or 21 per cent compared to the current 2015 budget. This is mainly due to the decrease in the Bhutanese refugee population in Nepal. Resettlement has been progressing well, with more than 80 per cent of these refugees having already departed. A small number are awaiting resettlement, while the remaining refugees are being profiled with a view to identifying an alternative solution.

75. The South-East Asia subregion also shows a decrease compared to the current 2015 budget of some $28.8 million or 17 per cent. The reduction is for Myanmar ($16.7 million or 23 per cent), where ongoing peace negotiations and upcoming elections are expected to have a positive impact. Activities in 2016 will focus on the reduction of statelessness, as well as on protection and assistance to IDPs and preparations for the voluntary return of some refugees in neighbouring countries.

76. The 2017 budget stands at $515.2 million, a modest decrease of $19.1 million or 4 per cent when compared to the 2016 budget. This reflects the expectation of a continued decline in the number of persons of concern.

Table II.8
Total requirements, funds available and expenditure in 2014 by pillar

(in thousands of US dollars)

Pillar	*GNA budget*	*Funds available*	*Expenditure*	*Expenditure on GNA budget (percentage)*	*Expenditure on funds available (percentage)*
Pillar 1 refugee programme	324,305	198,724	160,955	50%	81%
Pillar 2 stateless programme	23,866	13,492	11,784	49%	87%
Pillar 3 reintegration projects	123,964	41,106	34,738	28%	85%
Pillar 4 IDP projects	148,307	65,087	61,918	45%	95%
Total Asia and the Pacific	**610,442**	**318,409**	**269,396**	**44%**	**85%**

77. Table II.8 above provides details on financial performance in the region in 2014. The GNA budget reached $610.4 million by year-end, accounting for approximately 10 per cent of the final budget for global operational requirements in the field and global programmes of $6,023.5 million. Funds available reached some $318.4 million or 52 per cent of the budget, while expenditure stood at some $269.4 million or 44 per cent and 85 per cent of the budget and funds available respectively. Approximately $292.0 million or 48 per cent of the needs remained unfunded. Due to the gap in available funding, protection monitoring and other protection-related activities were constrained. It also affected the Office's ability to improve the quality of refugee status determination processes in the region and implement self-reliance activities.

4. Europe

Table II.9
Funds available and expenditure in 2013 and 2014, current budget for 2015 and proposed budgets for 2016 and 2017 by subregion

(in thousands of US dollars)

	2013		*2014*		*2015*	*2016*	*2017*
Subregion	*Funds available*	*Expenditure*	*Funds available*	*Expenditure*	*Current budget*	*Proposed budget*	*Proposed budget*
Eastern Europe	101,512	93,809	139,685	129,576	419,773	407,560	423,752
South Eastern Europe	26,956	26,956	26,532	26,532	49,065	45,125	43,541
North-West Central South Europe	51,278	50,033	53,689	53,171	67,213	64,206	65,831
Total Europe	**179,746**	**170,798**	**219,906**	**209,279**	**536,051**	**516,891**	**537,123**
Implementation rate		*95%*		*95%*			

78. The strategic priorities in the region for 2016-2017 include: (i) protection monitoring at sensitive borders; (ii) supporting the transposition of recast European Union directives into national legislation in the framework of the Common European Asylum System; (iii) responding to the situation in the Mediterranean, including through implementation of UNHCR's Special Mediterranean Initiative; (iv) responding to the protection and assistance challenges generated by the situation in Ukraine; (v) enhancing access to protection and solutions through resettlement and humanitarian admission policies, family reunion and other measures; (vi) advocating protection for asylum-seekers in Europe, particularly for Syrians; (vii) pursuing the eradication of statelessness on the continent; (viii) enhancing resource mobilization in the public and private sectors; and (ix) continuing efforts geared at solutions for protracted IDP and refugee caseloads in the Western Balkans and Eastern Europe.

79. The region hosted 6.5 million persons of concern in 2014. Further increases are expected in 2016 and 2017 due to ongoing arrivals of refugees and asylum-seekers in Europe.

80. The 2015 revised budget approved by the Executive Committee in October 2014 was $480.5 million. As shown in table II.9 above, the current budget reached $536.0 million as at 30 June 2015. This is inclusive of two supplementary budgets which were established in the first six months of the year to address unforeseen needs, mainly associated with the Ukraine situation.

81. The 2016 budget is $516.9 million, accounting for 9 per cent of UNHCR's operational requirements. This reflects an increase of $36.4 million or 8 per cent when compared with the 2015 revised budget. If compared with the current budget, this is a decrease of $19.2 million or 4 per cent.

82. The 2016 budget for Eastern Europe is $407.6 million, representing a decrease compared to the 2015 current budget, due to the mainstreaming of the supplementary budget for Ukraine. The main activities will build on the achievements of the previous years and focus on advocacy and assistance to the governments in the region to improve asylum systems and strengthen the protection regime. Due to the magnitude and complexity of the emergency situation in Ukraine, the Regional Representation in Kyiv has been converted to a country representation.

83. The 2016 budgets for South-Eastern Europe and for North, West, Central and Southern Europe, are $45.1 million and $64.2 million respectively. Operations in South-Eastern Europe were placed under the regional representation in Sarajevo in 2015 in order to enable coordination of activities and implementation of the solutions strategy for the protracted refugee and IDP caseloads. Operations in the subregion have been affected by the situation in the Mediterranean, with increasing numbers of refugees arriving in mixed movements by sea to Greece and travelling onwards to Serbia and the former Yugoslav Republic of Macedonia. The majority are from Afghanistan, Iraq and the Syrian Arab Republic.

84. The 2017 budget is $537.1 million, an increase of some $20.2 million or 4 per cent when compared to the 2016 proposed budget. This reflects the increased projections of persons of concern.

Table II.10
Total requirements, funds available and expenditure in 2014 by pillar

(in thousands of US dollars)

Pillar	*GNA budget*	*Funds available*	*Expenditure*	*Expenditure on GNA budget (percentage)*	*Expenditure on funds available (percentage)*
Pillar 1 refugee programme	429,847	180,028	174,700	41%	97%
Pillar 2 stateless programme	11,855	7,678	7,476	63%	97%
Pillar 3 reintegration projects	5,596	4,212	4,212	75%	100%
Pillar 4 IDP projects	39,701	27,988	22,891	58%	82%
Total Europe	**486,999**	**219,906**	**209,279**	**43%**	**95%**

85. Table II.10 above provides details on financial performance in the region in 2014. The GNA budget for Europe reached $487.0 million by year-end, accounting for approximately 8 per cent of the final budget for global operational requirements in the field and global programmes of $6,023.5 million. Funds available reached some $219.9 million or 45 per cent of the budget, while expenditure stood at some $209.3 million or 43 per cent and 95 per cent of the budget and funds available respectively. Expenditure was mainly associated with protection, capacity-building, advocacy and emergency response. Approximately $267.1 million or 55 per cent of the needs remained unfunded. The funding shortfall impacted the operations in Southern and South-Eastern Europe, notably in the Balkans, where planned shelter projects for vulnerable IDPs could not be initiated. In Turkey, UNHCR was only able to meet the needs of 62 per cent of persons of concern.

5. The Americas

Table II.11
Funds available and expenditure in 2013 and 2014, current budget for 2015 and proposed budgets for 2016 and 2017 by subregion

(in thousands of US dollars)

	2013		*2014*		*2015*	*2016*	*2017*
Subregion	*Funds available*	*Expenditure*	*Funds available*	*Expenditure*	*Current budget*	*Proposed budget*	*Proposed budget*
North America and the Caribbean	13,505	11,833	11,563	11,122	21,984	20,743	20,971
Latin America	49,295	49,283	49,983	49,983	95,444	94,834	92,982
Total Americas	**62,800**	**61,116**	**61,546**	**61,105**	**117,428**	**115,577**	**113,952**
Implementation rate		*97%*		*99%*			

86. In the Americas and the Caribbean, UNHCR's strategic objectives are reflected in the ten-year Brazil Declaration and Plan of Action, adopted in December 2014. As such, in 2016-2017 UNHCR will focus on five key strategic directions: (i) promoting and supporting the regional harmonization of asylum standards and practices to manage a growing number of asylum applications; (ii) consolidating solutions, including through local integration and labour mobility schemes with built-in protection safeguards that offer access to formal employment and sustainable livelihoods; (iii) addressing displacement in and from Central America, strengthening international protection responses in transit and asylum countries, and seeking to improve national protection mechanisms in countries of origin, with a focus on groups at risk; (iv) strengthening protection and solutions response capacity in the Caribbean, promoting the effective management of mixed flows by sea, and supporting the establishment of a Regional Consultative Mechanism; and (v) eradicating statelessness.

87. In 2015, UNHCR strengthened its presence in El Salvador, Guatemala, Honduras and Mexico to support the Governments in addressing the protection needs of persons of concern, including unaccompanied and separated children displaced by violence in Central America. UNHCR will increase protection interventions for unaccompanied children in border and transit areas, in line with the principle of the best interests of the child. The Office will set up community-based protection and monitoring networks with civil society and Ombudsmen offices to identify and profile children and other vulnerable groups and establish referral mechanisms.

88. UNHCR will continue to support the peace process in Colombia and work towards comprehensive solutions for IDPs and Colombian refugees in the region. Solutions include local integration and naturalization, voluntary repatriation where possible, and labour mobility schemes. At the same time, UNHCR will continue to address persisting protection needs and new displacements.

89. At end 2014, the number of persons of concern in the Americas stood at 6.6 million. This figure is projected to increase to 7.7 million in 2016 and 7.9 million in 2017, as ongoing conflict and violence in parts of the region continue to generate displacement.

90. The 2015 revised budget approved by the Executive Committee in October 2014 was $117.3 million and, as reflected in the table II.11 above, it remained stable as at 30 June 2015. The 2016 budget is $115.6 million or 2 per cent of the global operational requirements and represents a minor decrease of approximately $1.8 million or 2 per cent compared to the current 2015 budget. The main decrease is in Ecuador ($2.2 million) due to the successful implementation of durable solutions for refugees in previous periods. As compared to 2016, the 2017 budget of $113.9 million remains relatively constant.

Table II.12
Total requirements, funds available and expenditure in 2014 by pillar

(in thousands of US dollars)

Pillar	GNA budget	Funds available	Expenditure	Expenditure on GNA budget (percentage)	Expenditure on funds available (percentage)
Pillar 1 refugee programme	70,337	39,573	39,141	56%	99%
Pillar 2 stateless programme	7,951	3,838	3,830	48%	100%
Pillar 3 reintegration projects	-	-	-		
Pillar 4 IDP projects	32,448	18,134	18,134	56%	100%
Total Americas	**110,636**	**61,546**	**61,105**	**55%**	**99%**

91. Table II.12 above provides details on financial performance in the region in 2014. The GNA budget reached $110.6 million by year-end, accounting for approximately 2 per cent of the final budget for global operational requirements in the field and global programmes of $6,023.5 million. Funds available reached some $61.5 million or 56 per cent of the budget, while expenditure stood at some $61.1 million or 55 per cent and 99 per cent of the budget and funds available respectively. Approximately $49.1 million or 44 per cent of the needs remained unfunded. The gap in available funding prevented a stronger protection response to the situation of mixed movements in the Caribbean, where States and territories struggle to manage increasing numbers of arrivals.

6. Global programmes

Table II.13
Funds available and expenditure in 2013 and 2014, current budget for 2015 and proposed budgets for 2016 and 2017 for global programmes

(in thousands of US dollars)

	2013		2014		2015	2016	2017
Subregion	Funds available	Expenditure	Funds available	Expenditure	Current budget	Proposed budget	Proposed budget
Global programmes	**237,046**	**216,660**	**290,729**	**278,891**	**306,601**	**342,691**	**338,408**
implementation rate		*91%*		*96%*			

92. UNHCR undertakes a wide range of activities of a global nature that are budgeted and managed by substantive divisions at Headquarters. The objectives of the global activities remain coordination and support to the field in many of the global priority areas, both operationally and through policy development.

93. Global activities cover areas such as: the promotion of refugee law and advocacy; the protection and care of refugee children; water, health sanitation and the prevention of anaemia; gender equality and prevention and response to SGBV; refugee registration; public information; fundraising; resettlement projects; and research and evaluation.

94. As presented in table II.13 above, the current budget for global programmes for 2015 amounts to $306.6 million, of which 59 per cent is directly for programmes and 41 per cent covers programme support. The 2016 budget amounts to $342.7 million, reflecting an increase of $36.1 million or 12 per cent over the current 2015 requirements. The increase is mainly due to augmented investments in the global fleet management and in private sector fundraising. It is also due to the reclassification of some functions previously

reported under headquarters and now moved to global programmes. For 2016, the breakdown between programme and programme support components of the global programmes remains substantially in line with the previous period (56 per cent and 44 per cent respectively). In 2017, the proposed budget remains stable at $338.4 million. Detailed information on 2014 expenditure and budgets for 2015 and 2016-2017 is available in annex I, table 3.

III. Headquarters programme support and management and administration

Table III.1
Current budget for 2015, proposed budgets for 2016 and 2017 for headquarters by programme support and management and administration

(in thousands of US dollars)

	2015		*2016*		*2017*	
	Current budget	*%*	*Proposed budget*	*%*	*Proposed budget*	*%*
Programme support	**85,849**	**37%**	**65,299**	**31%**	**68,506**	**32%**
Management & administration						
Annual budget	101,964	44%	102,911	48%	99,468	47%
United Nations regular budget	45,317	19%	45,479	21%	45,479	21%
Sub-total management & administration	**147,281**	**63%**	**148,390**	**69%**	**144,947**	**68%**
Total headquarters	**233,130**	**100%**	**213,689**	**100%**	**213,453**	**100%**

95. Table III.1 provides a financial overview of the current and proposed budget estimates for programme support and management and administration for headquarters, with further details provided in annex I, table 4.

96. The category of programme support is comprised of costs required to develop, formulate and evaluate programmes. This includes functional units at Headquarters providing technical and administrative support to field operations. The requirements for 2016 reflect a decrease of $20.6 million (24 per cent) compared with the 2015 current budget, and account for 31 per cent of the total headquarters budget. The decrease is mainly due to the reclassification of some functions to global programmes and also favourable assumptions, including foreign exchange rates, used in calculating the budget, contributing to budget reductions. In 2017, the budget for programme support shows a moderate increase of $3.2 million or 5 per cent compared to 2016 and will continue to account for some 32 per cent of the total headquarters budget.

97. The category of management and administration is comprised of costs required to maintain the direction and leadership of the organization. This includes functional units for executive direction, organizational policy and evaluation, external relations, information technology and administration. The budget for management and administration for headquarters in 2016 remains stable compared with the 2015 current budget, and will account for 69 per cent of the budget for headquarters. In 2017, the proposed budget for management and administration shows a reduction of $3.4 million or 2 per cent, representing 68 per cent of the headquarters budget.

A. General

98. Headquarters offices and divisions have staff located in Geneva, Budapest and other regional capitals, and provide programme support, management and administration for the entire organization. The main offices and divisions are described below.

99. The Executive Office ensures effective leadership, management and accountability, and oversees operations worldwide. Its main role remains to provide a clear and consistent vision for the organization and set operational priorities and strategies, in consultation with senior management. It engages directly with donors and States at a high level to secure political and financial support. The Executive Office comprises the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioner (Operations), the Assistant High Commissioner (Protection), the Chef de Cabinet and their staff.

Reporting to the High Commissioner

100. The Inspector General's Office, the Ethics Office, the Policy Development and Evaluation Service and UNHCR's Liaison Office in New York report directly to the High Commissioner and work in close consultation with the Chef de Cabinet, as do the High Commissioner's Spokesperson and the Secretary of the Executive Committee.

101. The Inspector General's Office has three core functions: inspections of the quality of management of operations; investigations of allegations of misconduct by all entities with contractual links to UNHCR; and ad hoc inquiries into violent attacks on UNHCR personnel and operations, as well as other incidents causing major loss or damage to UNHCR's integrity, credibility or assets.

102. The Policy Development and Evaluation Service carries out assessments and reviews of policies, programmes, projects and practices. It also promotes and commissions research and reviews on a wide range of issues and encourages exchange of ideas and information among humanitarian practitioners, policymakers and the research community.

103. The Liaison Office in New York forms an integral part of the Executive Office. It represents the High Commissioner in various fora at the United Nations Headquarters, where it advocates political and financial support for persons of concern to the Office.

Reporting to the Deputy High Commissioner

104. The Legal Affairs Service, the Organizational Development and Management Service, the Enterprise Risk Management Unit, the Innovation Team and the Office of the Ombudsman form part of the executive direction and management.

105. The Legal Affairs Service is responsible for non-refugee law matters and for planning, coordinating and managing these affairs.

106. The Organizational Development and Management Service maintains a strategic overview of UNHCR's management systems and organizational design. It leads management and structural reviews as necessary and provides input and support to a number of broader organizational development and management initiatives.

107. The Enterprise Risk Management Unit maintains UNHCR's corporate and strategic risk registers, supporting the organization-wide risk management process.

108. The Division of Financial and Administrative Management maintains the framework that allows UNHCR to make optimal use of its financial resources. It is responsible for maintaining and improving internal controls in respect of financial management. The Division provides financial policy and guidance for operations and senior management. It comprises the Office of the Controller, including the Policy and Audit Coordination Unit

and the Change Management and Field Support Unit; the Programme Budget Service; the Accounts and Financial Service; the Implementing Partnership Management Service; the MSRP upgrade project team; the Treasury Section; and the General Services Section.

109. The Division of External Relations is responsible for mobilizing public, political and financial support. The Division comprises the Office of the Director; the Donor Relations and Resource Mobilization Service; the Private Sector Fundraising Service; the Communications and Public Information Service; the Governance and Partnership Service; the Inter-Agency Coordination Service; the Strategic Communications Section; the Digital Engagement Section; the Events, Campaigns and Goodwill Ambassadors Section; and the Records and Archives Section.

110. The Division of Human Resources Management formulates and implements human resources policies and strategies to support UNHCR and its personnel in responding rapidly to operational requirements. It upholds sound principles and practices for staff development, welfare and integrity in a service-oriented manner. In so doing, the Division maintains global oversight of staff management across the organization. It assesses and analyses staffing profiles and emerging trends, and strives to steer the organization towards sustainable human resources strategies aimed at the recruitment and retention of the most qualified and effective staff.

111. The Division of Information Systems and Telecommunications is responsible for the maintenance, development and support of critical information and communication technologies systems, while planning ahead to meet new technology-related demands. It comprises a number of technical sections, including an information communications and technology field operations section.

Reporting to the Assistant High Commissioner (Protection)

112. The Division of International Protection provides advice and support to field operations and entities at Headquarters, as well as external partners, on policy and legal matters relating to forced displacement and statelessness, both from a protection and a durable solutions perspective. It develops global protection policy; contributes to standard-setting and progressive development of international law and standards in the areas of forced displacement and statelessness; provides guidance on complex international law and protection policy issues pertaining to all categories of populations of concern; and leads the age, gender and diversity approach.

Reporting to the Assistant High Commissioner (Operations)

113. The Division of Programme Support and Management, Division of Emergency, Security and Supply, and the five regional bureaux form the Department of Operations.

114. The Division of Programme Support and Management provides the support that field operations need to design and deliver programmes that demonstrate quality, technical integrity and innovation. It leads efforts to strengthen results-based management, sets strategies, policies and standards, and develops practical guidance and tools across a wide range of technical areas, from public health to food security and nutrition, water sanitation and hygiene, shelter and settlements, solutions, livelihoods and self-reliance, domestic energy, environmental management, cash-based interventions, registration, information management and statistics.

115. The Division of Emergency, Security and Supply plays a principal support role in terms of operational preparedness and response, whether in emergencies or non-emergency operations. It does so through a combination of its four core functions: supply management support, security strategies, emergency management and procurement.

116. The five regional bureaux provide region-specific policy direction, advice and support to field operations within each respective region and liaise between the field operations and other divisions at Headquarters.

B. Key initiatives

Enterprise resource planning system

117. UNHCR is progressing in its project to upgrade the current PeopleSoft Enterprise Resource Planning (ERP) software. The upgrade commenced in late 2013 and is expected to conclude by end-2016. The upgraded version is estimated to have a useful service life until mid-2021. A management structure, inclusive of representatives of relevant divisions, has been put in place to oversee the progress of the upgrade and to ensure that it is carried out within the scope of the approved project. Updates on progress are regularly provided to UNHCR's Independent Audit and Oversight Committee.

118. The upgrade is essential to improve system supportability in order to meet the complex integration requirements for UNHCR's operations. The main organizational drivers are: (1) to address technological obsolescence; (2) to support compliance with the International Public Sector Accounting Standards (IPSAS); (3) to achieve tighter system security and controls; (4) to attain operational efficiencies through automated functionalities; and (5) to improve reporting and management oversight.

Fraud prevention implementation plan

119. In July 2013, UNHCR issued a revised "Strategic framework for the prevention of fraud and corruption," which aims to raise awareness, strengthen controls, consolidate procedures for detection and investigation, and provide concrete and practical advice to staff in recognizing fraud indicators and identifying potential risk areas. By end-2015, under the purview of the Deputy High Commissioner and the leadership of the Controller, UNHCR will perform a fraud risk assessment aimed at identifying the measures necessary to strengthen fraud prevention and mitigation mechanisms. The Office will also develop and launch corresponding training and awareness programmes.

Projects implemented through partners: audit shift to risk-based approach

120. UNHCR has adopted a risk-based audit approach for projects implemented by partners, including centralized procurement of qualified audit services. The aim is to enhance accountability and ensure the appropriate use of funds spent through partnerships. UNHCR issued a "Policy and procedures on risk-based project audit approach" in May 2015 to support this endeavour. Projects implemented through partners in 2014 have been audited under the new scheme. Under the new approach, UNHCR has shifted from a threshold based solely on the financial value of a project to a combination of risks associated with a project, including operating environment, project profile and partner performance. An improvement in the quality of reports and timeliness of submissions have already been achieved and further improvements are expected in 2016-2017.

Private sector fundraising

121. In response to the financial challenges faced by the organization, UNHCR is committed to broadening its donor base. In 2016-2017 UNHCR will continue to pursue a multi-year strategy aimed at mobilizing $500 million by 2018 from private sector partners and individual donors. Through the strategy, the Office endeavours to expand its global outreach to 50 countries and strengthen partnerships with corporations, foundations and influential individuals that bring visibility, expertise and financial support to UNHCR's operations. Through private sector fundraising, the Office hopes to increase the amount of unearmarked funding for emergencies and forgotten crises.

Innovation

122. UNHCR Innovation, launched with a small team in early 2012 and officially established as a unit in January 2015, is an inter-departmental initiative to foster creative problem-solving and new kinds of partnerships in responding to delivery and programmatic challenges faced in field operations. It has the ultimate goal of strengthening refugee protection, empowerment and self-sufficiency. By providing space for the discussion of problems and needs, empowering creativity and rewarding innovation, as well as reaching out to broader communities of support, UNHCR Innovation prompts concrete and tangible solutions and supports a culture of innovation throughout the organization. It works with a diverse range of partners from academic, the private sector, foundations and governments to launch, support, or develop projects. Focus areas include: the use of information and communications technology in supporting education; providing access to energy; developing enhanced temporary shelter and lighting solutions; and creating a tracking solution to better link refugee registration with distribution data.

Cash-based interventions

123. The increased use of cash-based interventions (CBIs) represents a paradigm shift in the provision of humanitarian assistance, which has been dominated by "in-kind" transfers of food and core relief items for decades. UNHCR has made the expanded and systematic use of CBIs an institutional priority. CBIs refer to the provision of cash or vouchers, which may be exchanged for goods or services. They can provide a more effective way of assisting refugees and other persons of concern, allowing individuals to meet their priority needs with autonomy, while yielding protection benefits and supporting local markets. UNHCR's focus on alternatives to camps and the increasingly urban nature of displacement call for innovative ways of reaching those in need of protection and assistance. CBIs are a particularly suitable way to deliver assistance in these settings, where viable market and banking systems are often in place. UNHCR has also made significant efforts to expand CBIs in camp settings, including through its partnership with the World Food Programme.

124. UNHCR is working with partners, including United Nations agencies and NGOs, to expand the use of CBIs and address challenges in delivery. Building on its experience to date, UNHCR is developing an institutional strategic plan to ensure the effective, efficient and financially sound implementation of CBIs, which will be finalized in 2015. The strategy will establish a framework for developing the policies, procedures, capacities and partnerships needed to ensure the responsible expansion of CBIs in UNHCR's global operations. The strategy further aims to outline the extent, scope and pace of the institutionalization process within UNHCR, and will describe key steps to be taken towards achieving these objectives at all levels of the organization over the next five years.

Annex I

[English only]

Tables

1. Overall budget summary: expenditure in 2014, revised and current budgets for 2015, and proposed budgets for 2016 and 2017 - by region, global programmes and headquarters
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(1) Overall budget summary: expenditure in 2014, revised and current budgets for 2015, and proposed budgets for 2016 and 2017 - by region, global programmes and headquarters

(in thousands of US dollars)

	2014 Expenditure		2015 Revised budget		2015 Current budget		2016 Proposed budget		2017 Proposed budget	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
West Africa	135,781.1	4.0%	233,459.1	3.7%	292,846.3	4.1%	260,394.7	4.0%	225,828.2	3.5%
East and Horn of Africa	710,780.6	21.2%	1,401,007.1	22.5%	1,693,270.1	23.9%	1,485,878.3	22.7%	1,464,064.2	22.8%
Central Africa and the Great Lakes	236,154.3	7.0%	461,454.8	7.4%	634,203.3	8.9%	475,116.8	7.3%	472,877.2	7.4%
Southern Africa	42,480.0	1.3%	73,531.3	1.2%	74,044.7	1.0%	67,670.9	1.0%	60,935.9	1.0%
Subtotal Africa	**1,125,196.0**	**33.5%**	**2,169,452.3**	**34.8%**	**2,694,364.4**	**38.0%**	**2,289,060.8**	**35.0%**	**2,223,705.5**	**34.7%**
Middle East and North Africa	1,198,814.4	35.7%	1,886,488.0	30.3%	2,135,855.4	30.1%	2,045,150.3	31.2%	1,980,691.5	30.9%
Asia and the Pacific	269,396.1	8.0%	565,226.6	9.1%	595,856.6	8.4%	534,341.8	8.2%	515,186.0	8.0%
Europe	209,279.0	6.2%	480,473.0	7.7%	536,050.5	7.6%	516,891.0	7.9%	537,122.6	8.4%
The Americas	61,104.8	1.8%	117,300.4	1.9%	117,428.1	1.7%	115,577.4	1.8%	113,952.4	1.8%
Subtotal field	**2,863,790.3**	**85.3%**	**5,218,940.3**	**83.7%**	**6,079,555.1**	**85.7%**	**5,501,021.2**	**84.0%**	**5,370,658.1**	**83.8%**
Global programmes	278,890.8	8.3%	297,190.5	4.8%	306,600.8	4.3%	342,691.2	5.2%	338,407.8	5.3%
Headquarters	205,400.8	6.1%	225,943.2	3.6%	233,130.4	3.3%	213,688.7	3.3%	213,453.1	3.3%
Subtotal programmed activities	**3,348,081.9**	**99.8%**	**5,742,074.0**	**92.1%**	**6,619,286.3**	**93.3%**	**6,057,401.1**	**92.5%**	**5,922,519.0**	**92.4%**
Operational reserve (OR)	-	0.0%	460,375.6	7.4%	441,856.5	6.2%	456,887.2	7.0%	454,002.7	7.1%
Subtotal programmed activities and OR	**3,348,081.9**	**99.8%**	**6,202,449.6**	**99.5%**	**7,061,142.8**	**99.5%**	**6,514,288.3**	**99.5%**	**6,376,521.7**	**99.5%**
"New or additional activities - mandate-related" reserve	-	0.0%	20,000.0	0.3%	20,000.0	0.3%	20,000.0	0.3%	20,000.0	0.3%
Junior Professional Officers	7,327.4	0.2%	12,000.0	0.2%	12,000.0	0.2%	12,000.0	0.2%	12,000.0	0.2%
Total	**3,355,409.3**	**100%**	**6,234,449.6**	**100%**	**7,093,142.8**	**100%**	**6,546,288.3**	**100%**	**6,408,521.7**	**100%**

(2) Overall budget summary: expenditure in 2014, revised and current budgets for 2015, and proposed budgets for 2016 and 2017 - by programme, programme support, and management and administration

(in thousands of US dollars)

	2014		*2015*				*2016*		*2017*	
	Expenditure		*Revised budget*		*Current budget*		*Proposed budget*		*Proposed budget*	
	Amount	*%*	*Amount*	*%*	*Amount*	*%*	*Amount*	*%*	*Amount*	*%*
Programme										
Field	2,721,927.4	81.1%	5,011,311.3	80.4%	5,847,399.7	82.4%	5,232,813.8	79.9%	5,094,996.1	79.5%
Global programmes	169,149.7	5.0%	178,202.6	2.9%	179,436.5	2.5%	193,372.1	3.0%	190,115.9	3.0%
Subtotal programme	**2,891,077.1**	**86.2%**	**5,189,513.9**	**83.2%**	**6,026,836.2**	**85.0%**	**5,426,185.9**	**82.9%**	**5,285,112.0**	**82.5%**
Programme support										
Field	141,862.8	4.2%	207,629.0	3.3%	232,155.4	3.3%	268,207.4	4.1%	275,662.0	4.3%
Global programmes	109,741.1	3.3%	118,987.9	1.9%	127,164.3	1.8%	149,319.1	2.3%	148,291.8	2.3%
Headquarters: bureaux and desks	35,583.4	1.1%	33,509.8	0.5%	35,807.7	0.5%	31,562.6	0.5%	33,734.5	0.5%
Headquarters: support divisions/services	37,736.9	1.1%	50,837.3	0.8%	50,041.4	0.7%	33,736.1	0.5%	34,771.5	0.5%
Subtotal programme support	**324,924.3**	**9.7%**	**410,964.0**	**6.6%**	**445,168.8**	**6.3%**	**482,825.2**	**7.4%**	**492,459.8**	**7.7%**
Management and administration										
Headquarters: annual budget	86,485.9	2.6%	95,624.1	1.5%	101,964.2	1.4%	102,911.0	1.6%	99,468.1	1.6%
Headquarters: United Nations regular budget	45,594.6	1.4%	45,972.0	0.7%	45,317.1	0.6%	45,479.0	0.7%	45,479.0	0.7%
Subtotal management and administration	**132,080.5**	**3.9%**	**141,596.1**	**2.3%**	**147,281.3**	**2.1%**	**148,390.0**	**2.3%**	**144,947.1**	**2.3%**
Subtotal programmed activities	**3,348,081.9**	**99.8%**	**5,742,074.0**	**92.1%**	**6,619,286.3**	**93.3%**	**6,057,401.1**	**92.5%**	**5,922,519.0**	**92.4%**
Operational reserve (OR)	-	0.0%	460,375.6	7.4%	441,856.5	6.2%	456,887.2	7.0%	454,002.7	7.1%
Subtotal programmed activities and OR	**3,348,081.9**	**99.8%**	**6,202,449.6**	**99.5%**	**7,061,142.8**	**99.5%**	**6,514,288.3**	**99.5%**	**6,376,521.7**	**99.5%**
"New or additional activities - mandate-related" reserve	-	0.0%	20,000.0	0.3%	20,000.0	0.3%	20,000.0	0.3%	20,000.0	0.3%
Junior Professional Officers	7,327.4	0.2%	12,000.0	0.2%	12,000.0	0.2%	12,000.0	0.2%	12,000.0	0.2%
Total	**3,355,409.3**	**100%**	**6,234,449.6**	**100%**	**7,093,142.8**	**100%**	**6,546,288.3**	**100%**	**6,408,521.7**	**100%**

(3) Global programmes: expenditure in 2014, revised and current budgets for 2015, and proposed budgets for 2016 and 2017

(in thousands of US dollars)

Activities	*2014*	*2015*		*2016*	*2017*
	Expenditure	*Revised budget*	*Current budget*	*Proposed budget*	*Proposed budget*
Programme					
Cash-based incentives	1,634.3	1,926.4	1,692.4	2,819.5	2,108.7
Durable solutions	2,441.9	2,717.3	2,597.3	2,859.1	2,748.1
Education-related projects	6,242.4	7,513.7	7,513.7	5,361.0	5,361.0
Emergency-related projects	23,465.7	24,631.7	23,363.8	36,878.6	35,038.6
Environment-related projects	948.7	561.9	849.6	320.0	640.0
Global clusters	3,181.5	5,021.5	4,664.8	2,304.5	2,334.1
Health-related projects	2,852.8	3,948.3	3,948.3	3,878.9	3,878.9
Innovation project	770.6	2,735.0	2,735.0	5,175.1	4,950.0
Protection-related projects	3,826.8	5,683.2	5,913.2	3,276.4	3,276.4
Private sector fundraising	79,910.1	88,458.2	87,279.9	99,609.5	99,609.5
Public information and media projects	8,263.0	6,447.1	8,314.8	6,114.5	6,114.5
Refugee women, children and adolescents	1,852.4	3,994.7	3,994.7	4,962.5	7,223.7
Registration, data and knowledge management	7,290.5	9,900.0	7,740.0	4,445.5	4,445.5
Research, evaluation and documentation	654.2	340.4	340.4	340.4	340.3
Resettlement	10,168.7	9,202.9	9,812.9	9,602.0	9,522.0
Shelter-related projects	11,907.8	496.4	496.4	480.0	480.0
Training-related projects	1,695.9	2,117.4	1,900.2	1,632.4	1,632.4
Miscellaneous	2,662.3	2,506.4	6,279.2	3,312.4	312.4
Subtotal programme	**169,149.7**	**178,202.6**	**179,436.5**	**193,371.1**	**190,115.9**
Programme support					
Executive direction and management					
- Innovation project	837.2	740.2	740.2	742.4	1,232.0
- Inspector General's Office field activities	68.4	919.6	919.6	1,450.2	2,505.5
- Legal Affairs Service field activities	-	-	103.0	198.7	198.7
Division of External Relations					
- Specialized sections and services	3,009.4	4,914.3	8,735.8	8,472.3	9,063.5
- Private Sector Fund Raising - investment funds and activities	10,984.5	22,197.1	20,328.9	19,113.4	19,106.4
Division of International Protection					
- Specialized sections and services	35.2	251.9	3,828.9	2,717.1	768.3
Division of Information Systems and Telecommunications					
- Information technology and telecommunications - field support	29,138.2	36,730.4	31,667.7	33,773.1	32,544.5
Division of Programme Support and Management					
- Global clusters - field support	63.2	167.8	167.8	108.8	75.0
- Technical support to the field	4,923.8	6,503.2	7,923.5	16,837.2	16,795.4
Division of Emergency, Security and Supply					
- Emergency Capacity Management Section	3,491.0	4,945.3	5,876.8	4,781.9	4,481.9
- Field Safety Section - field security support	9,881.5	11,124.5	11,124.5	11,937.0	12,350.1
- Supply management - field strengthening and support	14,678.6	5,325.5	8,851.6	20,863.1	20,846.8
Division of Human Resources Management					
- Global staff accommodation	560.2	542.9	456.5	1,005.5	1,005.5
- Special staff costs (including voluntary separation)	23,125.4	12,915.2	17,180.2	18,409.2	18,409.2
- Training of UNHCR staff	7,854.4	9,951.9	7,285.0	7,177.9	7,177.9
Global Service Centre					
- Division of Emergency, Security and Supply	1,090.0	1,758.1	1,974.1	1,731.2	1,731.1
Subtotal programme support	**109,741.1**	**118,987.9**	**127,164.3**	**149,319.1**	**148,291.8**
Total	**278,890.8**	**297,190.5**	**306,600.8**	**342,691.2**	**338,407.8**

(4) Headquarters: expenditure in 2014, revised and current budgets for 2015, and proposed budgets for 2016 and 2017

(in thousands of US dollars)

Divisions / Departments	*2014*	*2015*		*2016*	*2017*
	Expenditure	*Revised budget*	*Current budget*	*Proposed budget*	*Proposed budget*
Executive direction and management					
Executive Office	4,380.8	4,553.8	4,553.8	4,216.5	4,304.4
Liaison Office New York	3,160.3	3,491.5	3,765.9	3,670.0	3,444.4
Inspector General's Office	4,721.2	5,611.3	5,611.3	5,671.6	5,794.3
Legal Affairs Service	3,450.4	3,515.8	3,584.1	3,703.2	3,845.8
Office of the Ombudsman	654.9	760.8	760.8	581.4	598.7
Ethics Office	1,322.9	1,250.2	1,250.2	1,250.5	1,494.8
Enterprise Risk Management	642.5	620.7	620.7	524.3	537.1
Policy Development and Evaluation Service	1,850.3	3,894.6	3,894.6	2,629.0	2,405.3
Organizational Development and Management Service	1,208.2	1,209.3	1,209.3	1,170.4	1,446.1
Subtotal	**21,400.6**	**24,908.0**	**25,250.7**	**23,416.9**	**23,860.7**
Division of External Relations					
Office of the Director	4,253.1	4,519.2	2,725.0	2,822.2	3,520.7
Specialized sections and services	21,777.5	23,520.4	25,880.1	22,225.8	21,919.0
Subtotal	**26,030.6**	**28,039.6**	**28,605.1**	**25,047.9**	**25,439.8**
Division of International Protection					
Office of the Director	3,597.7	1,181.2	1,181.2	1,103.1	1,103.1
Specialized sections and services	11,982.5	19,483.2	17,120.2	13,207.5	13,224.3
Subtotal	**15,580.3**	**20,664.4**	**18,301.4**	**14,310.6**	**14,327.4**
Department of Operations					
Division of Programme Support and Management					
Office of the Director	2,772.8	2,529.0	2,658.3	2,292.0	2,308.5
Specialized sections and services	6,961.2	8,003.0	9,194.3	4,323.0	4,333.4
Subtotal	**9,734.0**	**10,531.9**	**11,852.5**	**6,615.1**	**6,642.0**
Division of Emergency, Security and Supply					
Office of the Director	1,540.7	1,534.5	1,534.5	1,394.3	1,394.3
Subtotal	**1,540.7**	**1,534.5**	**1,534.5**	**1,394.3**	**1,394.3**
Regional Bureaux					
Office of the Director for Africa	12,179.6	11,135.5	12,664.5	10,505.5	10,822.9
Office of the Director for the Middle East and North Africa	7,315.6	7,519.6	7,683.7	6,990.5	7,484.9
Office of the Director for Asia and the Pacific	5,814.3	5,385.3	5,385.3	5,030.8	5,255.4
Office of the Director for Europe (includes office in Brussels)	7,138.0	6,661.4	7,266.2	5,976.9	6,988.3
Office of the Director for the Americas	3,135.9	2,808.0	2,808.0	3,058.7	3,183.0
Subtotal	**35,583.4**	**33,509.8**	**35,807.7**	**31,562.6**	**33,734.6**
Subtotal Department of Operations	**46,858.1**	**45,576.2**	**49,194.8**	**39,572.0**	**41,770.9**
Division of Information Systems and Telecommunications					
Office of the Director	12,934.4	5,618.9	15,624.4	15,913.7	16,342.2
Specialized sections and services	2,063.0	6,213.0	1,985.2	1,735.0	1,735.0
Subtotal	**14,997.4**	**11,831.9**	**17,609.6**	**17,646.7**	**18,077.2**
Division of Human Resources Management					
Office of the Director	2,786.7	2,441.8	2,860.7	3,812.6	2,163.6
Specialized sections and services	14,600.6	15,535.9	14,295.8	11,329.0	13,091.5
Subtotal	**17,387.3**	**17,977.7**	**17,156.5**	**15,141.6**	**15,255.1**
Division of Financial and Administrative Management					
Office of the Controller and Director	7,873.4	13,678.5	13,902.5	11,727.5	11,727.5
Specialized sections and services	27,780.0	28,500.1	28,500.1	32,414.6	27,756.9
Subtotal	**35,653.4**	**42,178.6**	**42,402.6**	**44,142.1**	**39,484.5**
Global Service Centre (located in Budapest)					
Management Unit	2,430.0	2,731.9	3,076.3	3,673.7	3,547.4
Specialized sections and services	23,710.4	31,288.9	30,787.4	29,848.5	30,974.4
Subtotal	**26,140.4**	**34,020.8**	**33,863.7**	**33,522.2**	**34,521.9**
Staff Council	1,352.7	746.0	746.0	888.6	715.7
Total	**205,400.8**	**225,943.2**	**233,130.4**	**213,688.7**	**213,453.1**

(5) Current budget for 2015 and proposed budgets for 2016 and 2017 - by region/operation, global programmes and headquarters, and pillar

(in thousands of US dollars)

Region / Subregion / Operation	2015 Current budget					2016 Proposed budget					2017 Proposed budget
	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total	Total
West Africa											
Burkina Faso	20,367.5				20,367.5	20,978.6	707.6			21,679.2	18,377.8
Côte d'Ivoire	14,013.2	1,599.1	7,917.2		26,529.8	7,580.6	1,990.4	24,264.0		33,785.0	29,861.9
Ghana	10,693.9				10,693.9	9,444.8				9,444.8	7,577.8
Guinea	7,178.6				7,178.6	7,463.2				7,463.2	3,674.0
Liberia	14,164.7				14,164.7	23,860.9				23,860.9	14,585.9
Mali	48,923.1	75.6	10,754.4	8,658.9	68,410.5	37,088.7	1,066.9	27,775.7	5,240.6	69,171.9	60,031.2
Niger	47,111.2	250.0		2,455.9	49,817.2	48,986.9	783.7			49,770.7	74,557.4
Nigeria						13,821.6			27,667.7	29,489.3	31,054.1
Senegal Regional Office	40,279.7	1,948.6		27,876.1	70,104.6	36,931.6	1,798.2			38,729.8	40,139.0
Subtotal West Africa	**229,951.6**	**5,872.9**	**18,671.6**	**38,990.9**	**292,846.3**	**370,158.8**	**8,346.9**	**41,980.7**	**36,908.3**	**260,394.7**	**229,829.2**
East and Horn of Africa											
Chad	168,862.7	1,591.1	235.0		170,688.8	200,177.5	911.4			201,088.9	173,027.1
Djibouti	16,801.2				16,801.2	19,987.8				19,987.8	19,987.8
Eritrea	5,913.2				5,913.2	4,891.0				4,891.0	2,760.2
Ethiopia	307,947.6				307,947.6	269,651.8				269,651.8	255,256.0
Ethiopia UNOH Representation to the AU and ECA	1,439.1				1,439.1	2,042.0				2,042.0	1,706.8
Kenya	250,824.7	171.4			251,196.1	226,278.9	500.0			226,778.9	214,175.7
Kenya Regional Support Hub	8,725.1				8,725.1	7,415.9				7,415.9	7,212.9
Somalia	37,667.9		13,096.3	41,543.4	92,307.7	23,979.9		21,950.4	37,640.4	83,570.7	93,105.9
South Sudan	185,326.3	6,540.0		222,014.6	413,880.9	167,757.8	4,795.8		103,012.7	275,566.2	245,355.9
Sudan	137,111.7	3,077.1		30,466.8	170,655.9	106,278.3	1,548.3		30,598.6	140,425.2	148,014.3
Uganda	218,337.2	200	3,050.0		221,407.2	242,723.1	108.0			242,831.2	199,525.9
Regional activities	12,306.3				12,306.3	11,628.6				11,628.6	11,667.0
Subtotal East and Horn of Africa	**1,371,264.2**	**11,599.8**	**16,381.3**	**294,024.8**	**1,693,270.1**	**1,284,812.7**	**7,863.5**	**21,950.4**	**171,251.7**	**1,485,878.3**	**1,404,864.2**
Central Africa & the Great Lakes											
Burundi	18,636.2	189.4		6,957.4	25,823.0	18,276.0	928.1			19,204.1	20,788.1
Cameroon	107,653.6	844.0		6,200.1	114,697.6	89,476.5	1,885.4		7,262.8	98,624.8	97,600.0
Central African Republic	11,204.4			40,211.5	51,415.9	8,521.1		18,018.9	25,709.2	52,249.2	52,463.2
Congo	35,341.6				35,341.6	32,000.0				32,000.0	28,000.0
Democratic Republic of the Congo Regional Office	88,598.8	2,696.8	18,546.7	75,174.5	205,016.8	84,457.2	1,923.4	29,819.2	74,839.7	191,039.4	193,939.4
Rwanda	110,540.9		363.5		110,904.4	35,955.4		6,031.1		41,986.5	41,986.5
United Republic of Tanzania	75,585.2		15,418.8		91,004.0	27,848.6		12,164.2		40,012.8	41,000.0
Subtotal Central Africa and the Great Lakes	**447,600.6**	**3,730.2**	**54,329.0**	**128,543.6**	**634,203.3**	**296,534.6**	**4,737.1**	**66,033.4**	**107,811.7**	**475,116.8**	**472,877.2**
Southern Africa											
Angola	5,433.1				5,433.1	3,731.5				3,731.5	3,731.5
Botswana	4,191.9				4,191.9	3,333.2				3,333.2	2,000.0
Malawi	5,612.8			533.4	6,146.3	5,628.0				5,628.0	5,847.3
Mozambique	4,769.2	380.1			5,149.3	5,115.1	187.8			5,302.9	5,917.5
Namibia	546.7				546.7						
South Africa Regional Office	26,298.8	971.9			27,270.7	24,740.9	1,089.5			25,830.4	25,830.4
Zambia	19,500.0				19,500.0	17,210.8				17,210.8	11,774.6
Zimbabwe	5,691.7	115.0			5,806.7	6,084.6	349.5			6,434.1	6,434.1
Subtotal Southern Africa	**72,044.2**	**1,467.0**	**0.0**	**533.4**	**74,044.7**	**65,844.1**	**1,626.9**	**0.0**	**0.0**	**67,470.9**	**60,535.9**
Subtotal Africa	**2,120,860.6**	**22,669.9**	**89,381.9**	**461,452.0**	**2,694,364.4**	**1,826,350.2**	**22,774.4**	**129,964.5**	**309,971.7**	**2,289,060.8**	**2,223,705.5**

Region, Subregion, Operation	2015 Current budget					2016 Proposed budget					2017 Proposed budget
	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total	Total
Middle East and North Africa											
Algeria											
Egypt Regional Office											
Iraq											
Israel											
Jordan											
Lebanon											
Libya											
Mauritania											
Morocco											
Saudi Arabia Regional Office											
Syria Regional Refugee Coordination Office											
Syrian Arab Republic											
Tunisia											
United Arab Emirates											
Western Sahara Confidence Building Measures											
Yemen											
Regional activities											
Subtotal Middle East and North Africa											
Asia and the Pacific											
Afghanistan											
Australia Regional Office											
Bangladesh											
China Regional Office											
India											
Indonesia											
Iran, Islamic Republic of											
Japan											
Kazakhstan Regional Office											
Kyrgyzstan											
Malaysia											
Myanmar											
Nepal											
Pakistan											
Philippines											
Republic of Korea											
Sri Lanka											
Tajikistan											
Thailand											
Thailand Regional Office											
Turkmenistan											
Regional activities											
Subtotal Asia and the Pacific											

Region, Subregion, Operation	2015 Current budget					2016 Proposed budget					2017 Proposed budget
	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total	Total
Europe											
Armenia											
Azerbaijan											
Belarus											
Belgium Regional Office											
Bosnia and Herzegovina											
Georgia											
Hungary, Regional Office											
Italy, Regional Office											
Republic of Moldova											
Russian Federation											
Sweden Regional Office											
Turkey											
Ukraine, Regional Office											
Regional activities											
Subtotal Europe	**449,584.9**	**10,876.1**	**6,784.5**	**69,689.1**	**536,934.6**	**441,665.7**	**9,326.5**	**4,794.3**	**61,404.5**	**516,891.0**	**537,122.6**
The Americas											
Argentina Regional Office											
Brazil											
Canada											
Colombia											
Costa Rica											
Costa Rica Local Unit											
Ecuador											
Mexico											
Panama Regional Office											
United States of America Regional Office											
Venezuela, Bolivarian Republic of											
Regional activities											
Subtotal the Americas	**77,232.4**	**9,814.7**	**0.0**	**30,569.0**	**117,616.1**	**74,836.6**	**9,317.1**	**0.0**	**30,521.7**	**115,677.4**	**111,952.4**
Subtotal field	**4,361,490.4**	**74,474.5**	**241,392.4**	**1,402,448.0**	**6,079,595.1**	**3,955,536.1**	**56,999.6**	**263,639.4**	**1,274,890.1**	**5,501,021.2**	**5,370,658.1**
Global programmes											
Headquarters											
Subtotal programmed activities	**4,901,221.5**	**74,474.5**	**241,392.4**	**1,402,448.0**	**6,619,286.3**	**4,511,916.0**	**56,999.6**	**263,639.4**	**1,274,890.1**	**6,057,403.1**	**5,922,819.0**
Operational reserve (OR)											
Subtotal programmed activities and OR	**5,343,078.0**	**74,474.5**	**241,392.4**	**1,402,448.0**	**7,061,142.8**	**4,969,803.2**	**56,999.6**	**263,639.4**	**1,274,890.1**	**6,514,288.3**	**6,376,521.7**
New or additional activities - mandate related reserve											
Junior Professional Officers											
Total	**5,375,078.0**	**74,474.5**	**241,392.4**	**1,402,448.0**	**7,093,142.8**	**5,000,803.2**	**56,999.6**	**263,639.4**	**1,274,890.1**	**6,546,288.3**	**6,408,521.7**

(6) Funds available and expenditure in 2013 and 2014, revised and current budgets for 2015, and proposed budgets for 2016 and 2017 - by region and pillar

(in thousands of U.S. dollars)

		2013		2014		2015		2016		2017	
Region	*Pillar*	*Funds available*	*Expenditure*	*Funds available*	*Expenditure*	*Revised budget*	*Current budget*	*Proposed budget*	*Percentage*	*Proposed budget*	*Percentage*
	Pillar 1	870,569.0	844,918.0	1,005,986.3	989,703.4	1,711,101.7	2,129,860.6	1,826,350.2	79.8%	1,787,235.9	80.4%
	Pillar 2	10,749.4	10,324.5	9,920.9	9,705.9	21,229.9	22,669.9	22,774.4	1.0%	23,467.6	1.1%
	Pillar 3	27,674.9	26,496.3	29,644.0	29,583.4	88,101.5	89,381.9	129,964.5	5.7%	139,335.7	6.3%
	Pillar 4	107,974.6	90,425.9	149,738.0	136,203.3	349,019.2	461,452.0	309,971.7	13.5%	273,667.2	12.3%
Subtotal Africa		***1,016,967.9***	***972,124.6***	***1,195,269.1***	***1,125,196.0***	***2,169,452.3***	***2,694,364.4***	***2,289,060.8***	***100.0%***	***2,223,705.5***	***100.0%***
	Pillar 1	809,253.5	787,802.5	840,917.1	810,999.4	1,464,299.7	1,350,662.7	1,264,017.9	61.8%	1,255,391.7	63.4%
	Pillar 2	1,755.9	1,755.9	3,181.5	3,167.1	3,898.0	3,898.0	2,086.2	0.1%	2,017.8	0.1%
	Pillar 3	14,495.0	14,495.0	10,535.8	10,535.8	35,763.8	35,763.8	26,707.9	1.3%	11,637.3	0.6%
	Pillar 4	255,654.5	253,952.9	378,729.6	374,152.2	382,526.5	745,531.0	752,338.3	36.8%	711,644.6	35.9%
Subtotal Middle East and North Africa		***1,081,158.9***	***1,058,006.3***	***1,233,363.9***	***1,198,814.4***	***1,886,488.0***	***2,135,855.4***	***2,045,150.3***	***100.0%***	***1,980,691.5***	***100.0%***
	Pillar 1	195,654.7	162,274.0	198,725.0	160,955.0	327,517.4	364,149.7	347,663.7	65.1%	348,286.7	67.6%
	Pillar 2	12,806.5	10,614.0	13,492.0	11,784.4	24,430.5	27,145.6	13,751.5	2.6%	13,552.7	2.6%
	Pillar 3	46,522.2	45,457.0	41,105.5	34,738.5	109,062.2	109,062.2	102,172.7	19.1%	101,526.8	19.7%
	Pillar 4	76,280.7	73,253.2	65,086.8	61,918.3	104,216.5	95,499.2	70,754.0	13.2%	51,819.8	10.1%
Subtotal Asia and the Pacific		***331,264.1***	***291,598.1***	***318,409.3***	***269,396.1***	***565,226.6***	***595,856.6***	***534,341.8***	***100.0%***	***515,186.0***	***100.0%***
	Pillar 1	152,819.1	144,008.2	180,029.3	174,700.1	430,501.3	448,584.9	441,665.7	85.4%	466,274.3	86.8%
	Pillar 2	8,956.6	8,819.3	7,676.4	7,475.7	10,704.3	10,876.1	9,126.5	1.8%	8,722.3	1.6%
	Pillar 3	4,975.2	4,975.2	4,212.1	4,212.1	6,984.5	6,984.5	4,794.3	0.9%	4,705.8	0.9%
	Pillar 4	12,994.7	12,994.7	27,987.7	22,891.1	32,283.0	69,605.1	61,304.5	11.9%	57,420.2	10.7%
Subtotal Europe		***179,745.7***	***170,797.5***	***219,905.5***	***209,279.0***	***480,473.0***	***536,050.5***	***516,891.0***	***100.0%***	***537,122.6***	***100.0%***
	Pillar 1	37,973.9	36,558.9	39,573.1	39,140.7	77,104.7	77,232.4	75,838.6	65.6%	73,842.9	64.8%
	Pillar 2	4,598.1	4,598.1	3,838.1	3,829.7	9,834.9	9,834.9	9,217.1	8.0%	9,375.4	8.2%
	Pillar 3	-	-	-	-	-	-	-	0.0%	-	0.0%
	Pillar 4	20,228.0	19,959.0	18,134.4	18,134.4	30,360.8	30,360.8	30,521.7	26.4%	30,734.1	27.0%
Subtotal the Americas		***62,800.0***	***61,116.0***	***61,545.6***	***61,104.8***	***117,300.4***	***117,428.1***	***115,577.4***	***100.0%***	***113,952.4***	***100.0%***
	Pillar 1	2,066,270.2	1,975,561.6	2,265,210.8	2,135,458.5	4,010,524.7	4,361,490.3	3,955,536.1	71.9%	3,931,030.8	73.2%
	Pillar 2	38,956.5	36,111.8	38,108.9	35,962.7	70,097.7	74,424.5	56,955.6	1.0%	57,135.8	1.1%
	Pillar 3	93,667.3	91,383.4	85,497.3	79,069.8	239,911.9	241,192.4	263,639.4	4.8%	257,205.6	4.8%
	Pillar 4	473,042.5	450,585.6	639,676.5	613,209.3	898,406.0	1,402,448.0	1,224,890.1	22.3%	1,125,285.9	21.0%
Total field		***2,671,936.6***	***2,553,642.5***	***3,028,493.5***	***2,863,790.3***	***5,218,940.3***	***6,079,555.1***	***5,501,021.2***	***100.0%***	***5,370,658.1***	***100.0%***

(7) Proposed field budgets for 2016 - by region, persons of concern and rights group

(in thousands of US dollars)

Subregion / Region	Favourable protection environment	Fair protection processes and documentation	Security from violence and exploitation	Basic needs and essential services	Community empowerment and self-reliance	Durable solutions	Leadership, coordination and partnerships	Logistics and operations support	Headquarters and regional support	Total
All persons of concern[1]	2,336.7	2,837.5	148.7	4,712.3	646.9	14,389.3	223.4	-	27,718.3	**53,013.0**
Refugee	34,219.5	107,663.9	122,152.1	890,964.4	257,828.5	107,839.5	25,337.2	219,612.1	-	**1,765,617.2**
Stateless	10,758.1	6,562.3	-	-	99.8	4,515.4	388.5	450.3	-	**22,774.4**
Returnee	-	6,763.3	12,204.1	29,797.1	31,521.4	30,030.4	1,064.4	26,303.8	-	**137,684.5**
Internally displaced	6,734.3	15,113.3	45,475.4	127,596.7	30,006.9	16,723.9	18,532.7	49,788.5	-	**309,971.7**
Subtotal Africa	**54,048.6**	**138,940.4**	**179,980.3**	**1,053,070.4**	**320,103.4**	**173,498.5**	**45,546.1**	**296,154.8**	**27,718.3**	**2,289,060.8**
All persons of concern[1]	-	-	-	-	-	-	360.8	1,217.0	28,019.8	**29,597.6**
Refugee	48,842.7	44,612.6	54,622.1	871,152.6	68,113.8	23,888.5	10,772.2	105,654.6	5,910.7	**1,233,569.8**
Stateless	1,097.1	377.5	-	-	-	482.7	-	128.8	-	**2,086.2**
Returnee	3,213.5	-	1,677.0	8,777.0	11,327.0	850.5	-	1,713.5	-	**27,558.4**
Internally displaced	26,015.1	6,495.3	31,311.9	544,592.2	49,661.1	3,966.8	41,536.0	48,759.8	-	**752,338.3**
Subtotal Middle East and North Africa	**79,168.4**	**51,485.4**	**87,611.0**	**1,424,521.7**	**129,101.9**	**29,188.6**	**52,669.1**	**157,473.7**	**33,930.5**	**2,045,150.3**
All persons of concern[1]	208.7	-	-	-	-	365.0	263.7	2,274.4	6,725.3	**9,837.1**
Refugee	14,695.3	20,555.5	16,440.1	170,922.9	45,946.8	33,215.8	6,308.6	17,456.7	519.4	**325,971.1**
Stateless	4,196.6	1,978.7	107.2	380.9	263.4	3,701.7	163.1	1,458.0	1,581.9	**13,751.5**
Returnee	5,295.8	705.6	3,787.3	31,649.1	19,509.3	45,318.2	867.7	7,195.7	-	**114,028.1**
Internally displaced	4,783.2	5,559.4	3,256.7	14,300.2	6,392.6	3,281.7	6,981.1	6,199.1	-	**70,754.0**
Subtotal Asia and the Pacific	**29,089.2**	**28,799.1**	**23,591.3**	**237,173.1**	**72,112.1**	**85,882.4**	**14,284.2**	**34,584.0**	**8,826.5**	**534,341.8**
All persons of concern[1]	2,658.0	1,638.8	-	-	-	1,100.0	-	1,047.3	14,704.8	**21,148.8**
Refugee	41,686.6	89,645.1	8,885.1	209,911.1	18,531.2	18,325.6	2,767.6	28,973.5	1,476.8	**420,202.5**
Stateless	3,901.1	2,097.7	-	-	-	2,210.1	-	489.7	427.9	**9,126.5**
Returnee	249.6	-	-	1,747.7	-	2,397.7	77.6	726.1	-	**5,198.7**
Internally displaced	4,715.8	703.5	4,929.2	34,351.3	10,820.1	3,357.3	344.5	2,082.8	-	**61,304.5**
Subtotal Europe	**53,211.1**	**94,085.1**	**13,814.3**	**246,010.1**	**29,351.2**	**27,390.6**	**3,189.7**	**33,319.3**	**16,609.5**	**516,891.0**
All persons of concern[1]	859.3	983.4	229.0	131.4	227.8	507.8	354.3	-	5,000.0	**8,293.0**
Refugee	12,095.8	15,889.7	7,142.0	7,861.6	7,195.2	10,631.1	3,988.7	2,741.6	-	**67,545.6**
Stateless	2,911.8	951.6	-	-	-	3,371.5	579.4	1,128.7	274.1	**9,217.1**
Returnee	-	-	-	-	-	-	-	-	-	**0.0**
Internally displaced	3,415.4	1,881.7	6,054.4	-	4,359.3	11,065.6	2,842.9	902.3	-	**30,521.7**
Subtotal the Americas	**19,282.3**	**19,706.5**	**13,425.4**	**7,992.9**	**11,782.3**	**25,576.1**	**7,765.2**	**4,772.6**	**5,274.1**	**115,577.4**
All persons of concern[1]	6,062.7	5,459.7	377.7	4,843.7	874.6	16,362.0	1,202.3	4,538.7	82,168.1	**121,889.5**
Refugee	151,449.9	278,366.7	209,241.4	2,150,812.5	397,615.5	193,900.6	49,174.2	374,438.5	7,906.9	**3,812,906.2**
Stateless	22,864.7	11,967.8	107.2	380.9	363.2	14,281.4	1,130.9	3,655.5	2,283.9	**56,955.6**
Returnee	8,758.5	7,468.9	17,668.3	71,970.8	62,357.6	78,506.8	1,709.7	35,939.1	-	**284,379.7**
Internally displaced	45,663.8	29,753.3	91,027.6	740,840.3	101,240.0	38,395.4	70,237.1	107,732.5	-	**1,224,890.1**
Total field	**234,799.6**	**333,016.4**	**318,422.3**	**2,968,768.3**	**562,451.0**	**341,446.2**	**123,454.3**	**526,304.4**	**92,358.8**	**5,501,021.2**

(1) "All persons of concern" represents the set of planned results that addresses more than one type of persons of concern in the area covered by the operation. Examples include regional stockpiles, information technology or telecommunications services supporting all operations in a region, public information services available to all country offices covered by an operation, etc.

(8) Proposed field budgets for 2016 and 2017 - by rights group and pillar

(in thousands of US dollars)

Rights group Region	2016 Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total	2017 Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total
Africa										
Favourable protection environment	35,376.1	10,758.1	1,190.1	6,724.3	**54,048.6**	31,423.9	11,443.1	1,180.1	6,801.1	**51,846.1**
Fair protection processes and documentation	110,570.7	6,962.3	6,694.1	14,713.3	**138,940.4**	110,951.2	6,933.9	5,651.1	15,498.8	**139,034.1**
Security from violence and exploitation	132,109.3	-	2,285.6	45,475.4	**179,980.3**	127,474.1	-	2,480.6	42,217.8	**172,172.4**
Basic needs and essential services	895,713.7	-	29,790.0	127,566.7	**1,053,070.4**	895,996.2	-	35,708.5	107,291.1	**1,038,575.8**
Community empowerment and self-reliance	255,514.3	49.8	34,682.5	30,056.9	**320,103.4**	240,996.5	125.6	35,436.9	24,161.1	**300,650.0**
Durable solutions	128,121.2	4,515.4	24,137.9	16,723.9	**173,498.5**	121,196.0	5,061.8	26,479.3	15,732.7	**167,479.8**
Leadership, coordination and partnerships	24,749.0	388.5	1,925.0	18,932.7	**45,546.1**	23,999.0	307.2	2,019.0	17,185.9	**43,510.0**
Logistics and operations support	256,806.7	450.3	29,946.2	19,700.5	**296,154.8**	205,236.6	475.1	30,339.3	44,903.6	**280,978.6**
Headquarters and regional support	27,718.3	-	-	-	**27,718.3**	29,458.8	-	-	-	**29,458.8**
Subtotal Africa	1,826,350.2 79.8%	22,774.4 1.0%	129,964.5 5.7%	309,971.7 13.5%	**2,289,060.8** 100.0%	1,787,235.0 80.4%	23,467.6 1.1%	139,335.7 6.3%	273,667.2 12.3%	**2,223,705.5** 100.0%
Middle East and North Africa										
Favourable protection environment	26,942.7	1,067.1	3,218.5	26,105.1	**79,168.4**	26,942.5	1,074.8	716.7	14,807.6	**65,324.6**
Fair protection processes and documentation	44,612.0	577.5	-	6,295.3	**51,485.4**	45,722.8	577.5	-	4,566.8	**50,717.1**
Security from violence and exploitation	58,422.1	-	1,677.1	37,511.9	**97,611.0**	54,936.0	-	517.5	37,013.0	**92,087.4**
Basic needs and essential services	871,152.6	-	8,777.1	544,592.2	**1,424,521.7**	904,961.3	-	8,056.3	399,982.9	**1,442,893.5**
Community empowerment and self-reliance	98,113.8	-	11,327.1	19,661.1	**129,101.9**	99,452.5	-	1,961.3	31,965.6	**100,853.4**
Durable solutions	24,759.1	202.7	-	4,226.8	**29,188.6**	24,991.2	307.6	-	3,196.0	**28,495.8**
Leadership, coordination and partnerships	11,338.0	-	-	41,330.9	**52,669.1**	11,149.5	-	-	23,156.3	**34,305.5**
Logistics and operations support	139,871.6	129.8	1,715.5	15,756.8	**157,473.7**	102,134.4	97.8	349.7	37,046.4	**139,628.3**
Headquarters and regional support	33,930.5	-	-	-	**33,930.5**	36,365.8	-	-	-	**36,365.8**
Subtotal Middle East and North Africa	1,264,017.9 61.8%	2,086.2 0.1%	26,707.9 1.3%	752,338.3 36.8%	**2,045,150.3** 100.0%	1,255,391.7 63.4%	2,017.8 0.1%	11,637.3 0.6%	711,644.6 35.9%	**1,980,691.5** 100.0%

Rights group Region	2016								2017							
	Pillar 1		Pillar 2		Pillar 3		Pillar 4	Total	Pillar 1		Pillar 2		Pillar 3		Pillar 4	Total
Asia and the Pacific																
Favourable protection environment	15,790.8		4,196.6		4,338.6		4,763.2	**29,089.2**	15,667.3		3,911.8		3,805.9		3,667.2	**27,052.2**
Fair protection processes and documentation	21,261.0		1,978.7		-		5,559.4	**28,799.1**	20,027.1		2,175.9		-		5,120.9	**27,323.9**
Security from violence and exploitation	17,739.6		307.2		2,487.8		3,256.7	**23,791.3**	19,152.2		186.2		2,914.3		3,334.0	**24,536.7**
Basic needs and essential services	146,899.3		300.9		55,681.7		34,291.2	**237,173.1**	148,438.9		272.3		55,508.9		22,958.5	**226,798.7**
Community empowerment and self-reliance	41,981.6		267.4		23,474.4		6,392.6	**72,112.1**	41,219.5		269.9		23,401.4		6,321.2	**71,182.0**
Durable solutions	71,215.1		3,701.7		7,683.9		3,281.7	**85,882.4**	70,993.7		3,969.9		7,648.4		1,743.9	**84,051.8**
Leadership, coordination and partnerships	6,814.7		163.1		325.3		6,981.1	**14,284.2**	6,883.2		150.5		538.5		5,121.0	**12,693.3**
Logistics and operations support	18,725.9		1,458.0		8,201.0		6,399.1	**34,584.0**	18,998.2		1,439.4		7,529.5		4,003.1	**31,970.1**
Headquarters and regional support	7,244.7		1,501.9		-		-	**8,826.5**	7,265.6		1,501.9		-		-	**8,947.5**
Subtotal Asia and the Pacific	**347,663.7**	**65.1%**	**13,751.5**	**2.6%**	**102,172.7**	**19.1%**	**70,754.0**	**13.2%** **534,341.8**	**100.0%**	**348,286.7**	**67.6%**	**13,552.7**	**2.6%**	**101,526.8**	**19.7%**	**51,819.8** **10.1%**	**515,186.0** **100.0%**
Europe																
Favourable protection environment	44,344.7		3,903.5		289.6		4,715.8	**53,211.1**	45,964.7		3,972.9		289.6		4,326.9	**54,554.1**
Fair protection processes and documentation	91,283.9		2,067.7		-		703.5	**94,055.1**	91,271.5		1,994.2		-		83.4	**93,369.1**
Security from violence and exploitation	9,805.1		-		-		4,009.2	**13,814.3**	8,902.1		-		-		4,722.5	**13,624.6**
Basic needs and essential services	209,911.1		-		1,747.7		34,351.3	**246,010.1**	209,736.5		-		1,722.9		31,416.2	**252,875.5**
Community empowerment and self-reliance	18,531.2		-		-		10,820.1	**29,351.2**	20,596.8		-		-		10,458.7	**40,055.4**
Durable solutions	19,739.9		2,210.1		1,963.3		3,387.3	**27,300.6**	18,900.7		2,124.8		1,932.5		3,638.0	**26,595.9**
Leadership, coordination and partnerships	2,267.6		-		77.6		344.5	**3,189.7**	2,830.8		-		74.9		335.4	**3,241.2**
Logistics and operations support	30,020.8		489.7		726.1		2,082.8	**33,319.3**	29,963.2		487.3		726.1		1,789.2	**32,965.8**
Headquarters and regional support	16,181.5		427.9		-		-	**16,609.5**	19,397.9		443.1		-		-	**19,841.0**
Subtotal Europe	**441,665.7**	**85.4%**	**9,126.5**	**1.8%**	**4,794.3**	**0.9%**	**61,304.5**	**11.9%** **516,891.0**	**100.0%**	**466,274.3**	**86.8%**	**8,722.3**	**1.6%**	**4,705.8**	**0.9%**	**57,420.2** **10.7%**	**537,122.6** **100.0%**

Rights group Region	2016 Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total	2017 Pillar 1	Pillar 2	Pillar 3	Pillar 4	Total
The Americas										
Favourable protection environment	12,955.1	2,910.8	-	3,435.4	19,282.3	12,983.1	3,816.4	-	3,436.4	19,744.3
Fair protection processes and documentation	16,873.1	949.6	-	1,881.7	19,706.5	16,241.7	1,044.9	-	1,973.2	19,259.9
Security from violence and exploitation	7,371.6	-	-	6,053.4	13,425.4	6,991.7	-	-	6,128.9	13,120.6
Basic needs and essential services	7,992.9	-	-	-	7,992.9	7,809.1	-	-	-	7,809.1
Community empowerment and self-reliance	7,423.0	-	-	4,369.3	11,792.3	7,294.6	-	-	4,291.6	11,586.2
Durable solutions	11,139.0	3,372.5	-	11,063.6	25,576.1	11,528.3	2,582.2	-	10,998.6	24,109.2
Leadership, coordination and partnerships	4,338.0	574.4	-	2,852.9	7,765.2	4,965.7	866.5	-	2,957.2	8,123.5
Logistics and operations support	2,781.6	1,126.7	-	864.3	4,772.6	2,571.4	1,520.1	-	902.3	4,993.8
Headquarters and regional support	5,160.1	274.1	-	-	5,274.1	4,881.7	324.1	-	-	5,205.7
Subtotal the Americas	**75,838.6 65.6%**	**9,217.1 8.0%**	**0.0 0.0%**	**30,521.7 26.4%**	**115,577.4 100.0%**	**73,842.9 64.8%**	**9,375.4 8.2%**	**0.0 0.0%**	**30,734.1 27.0%**	**113,952.4 100.0%**
Field (all regions)										
Favourable protection environment	157,836.3	22,964.7	8,961.8	45,036.8	**234,799.6**	156,329.3	22,807.0	6,045.3	33,369.8	**218,551.4**
Fair protection processes and documentation	284,601.2	11,967.5	6,694.1	29,753.3	**333,016.4**	284,867.4	12,226.6	5,651.0	27,579.1	**330,304.1**
Security from violence and exploitation	220,677.1	10,972.2	6,650.4	91,027.6	**318,422.3**	226,044.0	136.2	5,912.3	83,449.2	**305,541.6**
Basic needs and essential services	2,131,906.6	360.9	95,896.4	740,304.3	**2,968,768.3**	2,136,492.2	272.3	101,699.6	731,078.7	**2,968,942.7**
Community empowerment and self-reliance	391,263.8	365.2	80,483.9	301,249.0	**562,451.0**	385,934.5	374.5	60,829.6	77,198.4	**524,357.0**
Durable solutions	254,954.2	14,281.4	33,815.2	38,395.4	**341,446.2**	245,587.9	13,832.4	36,066.6	35,250.2	**330,732.4**
Leadership, coordination and partnerships	49,758.3	1,138.9	2,227.4	70,237.1	**123,454.3**	49,428.0	1,148.2	2,643.4	48,653.9	**101,873.5**
Logistics and operations support	375,176.6	3,655.5	39,730.7	107,722.5	**526,304.4**	358,807.8	3,486.7	38,944.5	88,774.6	**490,536.6**
Headquarters and regional support	90,724.9	2,283.9	-	-	**92,358.8**	97,469.7	2,349.0	-	-	**99,818.7**
Total field (all regions)	**3,955,536.1 71.9%**	**56,955.6 1.0%**	**263,639.4 4.8%**	**1,224,890.1 22.3%**	**5,501,021.2 100.0%**	**3,931,030.8 73.2%**	**57,135.8 1.1%**	**257,205.6 4.8%**	**1,125,295.9 21.0%**	**5,370,658.1 100.0%**

(9) Supplementary budgets for 2015 (as at 30 June 2015)

(in thousands of US dollars)

Description	*Subregion / Region*	*Pillar 1 Global refugee programme*	*Pillar 2 Global stateless programme*	*Pillar 4 Global IDP projects*	*Total*
Bay of Bengal emergency situation	Asia and the Pacific	6,970.0	2,150.0	3,000.0	12,120.0
	Subtotal	**6,970.0**	**2,150.0**	**3,000.0**	**12,120.0**
Burundi situation	East and Horn of Africa	12,564.0	-	-	12,564.0
	Central Africa and the Great Lakes	122,811.7	-	6,433.9	129,245.7
	Subtotal	**135,375.7**	**0.0**	**6,433.9**	**141,809.7**
Ebola situation	West Africa	14,861.6	-	-	14,861.6
	Subtotal	**14,861.6**	**0.0**	**0.0**	**14,861.6**
Iraq situation	Middle East and North Africa	40,541.0	-	325,529.5	366,070.5
	Europe	15,693.8	-	-	15,693.8
	Headquarters	164.5	-	-	164.5
	Subtotal	**56,399.2**	**0.0**	**325,529.5**	**381,928.7**
Nigeria situation	West Africa	15,284.6	150.0	27,816.3	43,250.9
	East and Horn of Africa	15,476.3	-	-	15,476.3
	Central Africa and the Great Lakes	25,738.8	-	6,200.1	31,938.9
	Global programmes	469.0	-	-	469.0
	Subtotal	**56,968.7**	**150.0**	**34,016.3**	**91,135.0**
Pakistan-North Waziristan situation	Asia and the Pacific	16,000.0	-	-	16,000.0
	Subtotal	**16,000.0**	**0.0**	**0.0**	**16,000.0**
South Sudan situation	East and Horn of Africa	174,748.2	-	71,449.1	246,197.3
	Global programmes	995.2	-	-	995.2
	Headquarters	788.9	-	-	788.9
	Subtotal	**176,532.3**	**0.0**	**71,449.1**	**247,981.4**
Ukraine situation	Europe	580.0	-	37,807.1	38,387.1
	Headquarters	399.6	-	-	399.6
	Subtotal	**979.6**	**0.0**	**37,807.1**	**38,786.7**
Yemen situation	East and Horn of Africa	24,273.0	-	-	24,273.0
	Middle East and North Africa	10,322.1	-	37,081.4	47,403.6
	Headquarters	164.2	-	-	164.2
	Global programmes	698.2	-	-	698.2
	Subtotal	**35,457.5**	**0.0**	**37,081.4**	**72,538.9**
Total		**499,544.7**	**2,300.0**	**515,317.4**	**1,017,162.1**

(10) Posts for 2014-2017: overall summary - post levels by grade group, field, global programmes and headquarters [1]

Regions	Field [2]				Global programmes				Headquarters				Total posts	
	P/D	GS	Total	%	P/D	GS	Total	%	P/D	GS	Total	%	Posts	%
2014 total (as at 31 December 2014)	2,135	6,913	9,048	90.1%	61	28	89	0.9%	468	434	902	9.0%	10,039	100%
2015 total (as at 30 June 2015)	2,270	7,405	9,675	90.0%	61	29	90	0.8%	523	461	984	9.2%	10,749	100%
2016														
West Africa	182	641	823	100.0%	-	-	-	0.0%	-	-	-	0.0%	823	100.0%
East and Horn of Africa	554	2,064	2,618	100.0%	-	-	-	0.0%	-	-	-	0.0%	2,618	100.0%
Central Africa and the Great	267	817	1,083	100.0%	-	-	-	0.0%	-	-	-	0.0%	1,083	100.0%
Southern Africa	62	162	225	100.0%	-	-	-	0.0%	-	-	-	0.0%	225	100.0%
Subtotal Africa	1,065	3,684	4,749	100.0%	-	-	-	0.0%	-	-	-	0.0%	4,749	100.0%
Middle East and North Africa	549	1,358	1,906	100.0%	-	-	-	0.0%	-	-	-	0.0%	1,906	100.0%
Asia and the Pacific	254	1,092	1,346	100.0%	-	-	-	0.0%	-	-	-	0.0%	1,346	100.0%
Europe	186	753	939	100.0%	-	-	-	0.0%	-	-	-	0.0%	939	100.0%
The Americas	86	290	376	100.0%	-	-	-	0.0%	-	-	-	0.0%	376	100.0%
Subtotal Field	2,139	7,178	9,316	100.0%	-	-	-	0.0%	-	-	-	0.0%	9,316	100.0%
Global programmes [3]	-	-	-	0.0%	56	11	67	100.0%	-	-	-	0.0%	67	100.0%
Global Service Centre [4]	-	-	-	0.0%	86	40	126	25.4%	116	255	371	74.6%	497	100.0%
Regional Office Brussels	-	-	-	0.0%	-	-	-	0.0%	12	9	21	100.0%	21	100.0%
New York	-	-	-	0.0%	-	-	-	0.0%	10	5	15	100.0%	15	100.0%
Headquarters [3]	-	-	-	0.0%	-	-	-	0.0%	359	206	565	100.0%	565	100.0%
2016 total (as at 1 January 2016)	2,139	7,178	9,316	88.9%	142	51	193	1.8%	497	475	972	9.3%	10,481	100.0%
2017 total (as at 1 January 2017)	2,098	7,065	9,163	88.8%	142	53	195	1.9%	492	474	966	9.4%	10,324	100.0%

(1) All positions (including those projected for less than a full year), excluding JPOs and United Nations Volunteers (national and international) serving with UNHCR

(2) Includes positions funded under global programmes located in the field

(3) Geneva only

(4) Global Service Centre includes Copenhagen

P/D - Professional and higher (including Under-Secretary-General (USG) and Assistant Secretary-General (ASG) posts)

GS - General Service (including National Officer and Field Service posts)

(11) Posts for 2014-2017: overall summary - post levels by programme, programme support, management and administration, and by field, global programmes and headquarters

	Programme		*Programme support*		*Management and administration*		*Total*	
2014 total (as at 31 December 2014)	6,888	68.6%	2,584	25.7%	566	5.6%	10,039	100.0%
2015 total (as at 30 June 2015)	5,723	53.2%	4,416	41.1%	611	5.7%	10,749	100.0%
2016								
West Africa	413	3.9%	410	3.9%	-	0.0%	823	7.8%
East and Horn of Africa	1,502	14.3%	1,116	10.6%	-	0.0%	2,618	25.0%
Central Africa and the Great Lakes	613	5.8%	470	4.5%	-	0.0%	1,083	10.3%
Southern Africa	129	1.2%	95	0.9%	-	0.0%	225	2.1%
Subtotal Africa	2,658	25.4%	2,091	20.0%	-	0.0%	4,749	45.3%
Middle East and North Africa	1,228	11.7%	679	6.5%	-	0.0%	1,906	18.2%
Asia and the Pacific	788	7.5%	558	5.3%	-	0.0%	1,346	12.8%
Europe	599	5.7%	339	3.2%	-	0.0%	939	9.0%
The Americas	229	2.2%	147	1.4%	-	0.0%	376	3.6%
Sub-total Field	5,501	52.5%	3,815	36.4%	-	0.0%	9,316	88.9%
Global programmes [1]	-	0.0%	67	0.6%	-	0.0%	67	0.6%
Global Service Centre [2]	-	0.0%	200	1.9%	297	2.8%	497	4.7%
Regional Office Brussels	-	0.0%	21	0.2%	-	0.0%	21	0.2%
New York	-	0.0%	15	0.1%	-	0.0%	15	0.1%
Headquarters [1]	-	0.0%	231	2.2%	334	3.2%	565	5.4%
2016 total (as at 1 January 2016)	5,501	52.5%	4,349	41.5%	631	6.0%	10,481	100.0%
2017 total (as at 1 January 2017)	5,368	52.0%	4,329	41.9%	627	6.1%	10,324	100.0%

(1) Geneva only

(2) Global Service Centre includes Copenhagen

(12) Posts for 2014-2017: distribution by programme, programme support, management and administration, and by region, global programmes and headquarters, and grade

		Programme								Programme support								Management and administration									
Region, headquarters	*Year*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3/P-2*	*NO*	*GS*	*Total*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3/P-2*	*NO*	*GS*	*Total*	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3/P-2*	*NO*	*GS*	*Total*	*Total*
Africa	2014	8	16	51	625	165	252	2,474	3,592	1	4	13	124	50	53	761	1,006	–	–	–	–	–	–	–	–	–	–	4,598
	2015	7	17	56	599	151	266	1,546	2,642	–	6	11	173	50	65	1,813	2,117	–	–	–	–	–	–	–	–	–	–	4,758
	2016	6	17	59	602	156	329	1,490	2,658	–	7	9	158	52	68	1,797	2,091	–	–	–	–	–	–	–	–	–	–	4,749
	2017	6	16	59	575	119	299	1,407	2,481	–	7	9	157	54	67	1,774	2,068	–	–	–	–	–	–	–	–	–	–	4,549
Middle East and North Africa	2014	4	10	27	281	115	118	838	1,393	–	4	13	72	21	21	288	420	–	–	–	–	–	–	–	–	–	–	1,813
	2015	4	11	35	274	122	138	707	1,382	–	5	11	106	34	37	527	721	–	–	–	–	–	–	–	–	–	–	2,103
	2016	4	12	32	264	103	140	671	1,228	–	5	12	87	30	36	509	679	–	–	–	–	–	–	–	–	–	–	1,906
	2017	4	12	30	278	99	131	671	1,225	–	5	13	98	28	32	512	680	–	–	–	–	–	–	–	–	–	–	1,905
Asia and the Pacific	2014	2	13	21	144	28	147	720	1,103	–	1	8	48	9	45	260	362	–	–	–	–	–	–	–	–	–	–	1,465
	2015	2	12	23	152	29	147	500	863	–	1	4	39	3	44	469	559	–	–	–	–	–	–	–	–	–	–	1,423
	2016	2	11	24	139	26	142	445	788	–	1	4	43	4	47	459	558	–	–	–	–	–	–	–	–	–	–	1,346
	2017	2	11	23	149	23	142	448	800	–	1	4	45	3	48	462	563	–	–	–	–	–	–	–	–	–	–	1,363
Europe	2014	1	8	16	75	21	94	319	531	–	2	5	51	5	22	189	275	–	–	–	–	–	–	–	–	–	–	806
	2015	1	8	16	93	21	100	350	597	–	2	7	83	15	26	285	418	–	–	–	–	–	–	–	–	–	–	1,015
	2016	1	8	16	94	21	95	364	599	–	1	3	33	9	26	267	339	–	–	–	–	–	–	–	–	–	–	939
	2017	1	8	16	91	20	97	364	597	–	1	3	33	9	26	265	337	–	–	–	–	–	–	–	–	–	–	934
The Americas	2014	1	4	9	40	15	41	199	270	–	–	2	9	2	9	73	95	–	–	–	–	–	–	–	–	–	–	365
	2015	1	3	9	44	13	35	134	239	–	–	3	15	–	12	107	137	–	–	–	–	–	–	–	–	–	–	376
	2016	1	3	9	50	7	37	122	229	–	–	3	13	–	17	114	147	–	–	–	–	–	–	–	–	–	–	376
	2017	1	3	9	54	11	44	143	266	–	–	3	12	–	17	114	146	–	–	–	–	–	–	–	–	–	–	412
Global programmes	2014	–	–	–	–	–	–	–	–	–	3	13	43	2	–	28	89	–	–	–	–	–	–	–	–	–	–	89
	2015	–	–	–	–	–	–	–	–	–	3	14	44	–	–	29	90	–	–	–	–	–	–	–	–	–	–	90
	2016	–	–	–	–	–	–	–	–	–	4	21	110	7	–	51	193	–	–	–	–	–	–	–	–	–	–	193
	2017	–	–	–	–	–	–	–	–	–	4	21	111	6	–	53	195	–	–	–	–	–	–	–	–	–	–	195
Headquarters	2014	–	–	–	–	–	–	–	–	9	16	32	141	5	2	131	336	4	7	21	33	194	7	24	277	566	902
	2015	–	–	–	–	–	–	–	–	9	16	35	164	8	2	140	374	4	7	21	40	208	12	24	295	611	984
	2016	–	–	–	–	–	–	–	–	9	15	34	139	6	2	137	341	4	7	22	42	207	13	25	311	631	972
	2017	–	–	–	–	–	–	–	–	9	16	33	137	6	2	136	339	4	7	22	41	204	13	25	311	627	966
Total	2014	16	51	123	1,165	344	662	4,529	6,888	10	31	83	489	91	152	1,730	2,584	4	7	21	33	194	7	24	277	566	10,039
	2015	15	51	139	1,162	336	685	3,335	5,723	9	33	85	624	109	186	3,370	4,416	4	7	21	40	208	12	24	295	611	10,749
	2016	14	51	140	1,147	312	742	3,095	5,501	9	33	86	583	108	196	3,334	4,349	4	7	22	42	207	13	25	311	631	10,481
	2017	14	50	138	1,147	273	713	3,034	5,368	9	34	86	585	106	192	3,317	4,329	4	7	22	41	204	13	25	311	627	10,324

(13) Posts funded for 2016 and 2017 from the United Nations regular budget [1]

(as at 1 January 2016)

Organizational unit	*USG / ASG*	*D-2*	*D-1*	*P-5*	*P-3 / P-4*	*P-2*	*GS PL* [2]	*GS OL* [3]	*Total*
Executive direction and management									
Office of the High Commissioner	2	-	-	-	2	-	1	6	**11**
Office of the Inspector General	-	-	-	-	-	-	1	5	**6**
Legal Affairs Service	-	-	1	-	4	-	-	2	**7**
Office of the Ombudsman	-	-	1	-	-	-	-	1	**2**
Ethics Office	-	-	1	-	1	-	-	1	**3**
Organizational Development and Management Service	-	-	-	-	-	-	-	1	**1**
Division of External Relations									
Office of the Director	-	1	-	1	1	-	1	3	**7**
Donor Relations and Resource Mobilization Service	-	-	1	3	1	4	1	8	**18**
Private Sector Fund Raising Service	-	-	-	-	5	-	-	1	**6**
Communications and Public Information Service	-	-	1	-	-	-	1	4	**6**
Governance and Partnership Service	-	-	1	-	-	-	-	6	**7**
Inter-Agency Coordination Service	-	-	-	-	-	-	1	-	**1**
Events, Campaigns and Goodwill Ambassadors Section	-	-	-	-	-	-	-	2	**2**
Records and Archives Section	-	-	-	-	-	-	-	7	**7**
Division of Information Systems and Telecommunications									
Office of the Director	-	1	-	-	-	-	1	4	**6**
Division of Human Resources Management									
Office of the Director	-	1	1	-	8	-	1	3	**14**
Human Resources Staff Services	-	-	-	-	-	-	1	1	**2**
Career Management Support Section	-	-	-	-	2	-	-	3	**5**
Assignments and Promotion Section	-	-	-	1	8	-	2	6	**17**
Human Resources Policy and Planning Section	-	-	1	-	6	1	-	2	**10**
Medical Service	-	-	1	2	3	-	3	6	**15**
Division of Financial and Administrative Management									
Office of the Controller and Director	-	1	1	3	6	1	2	1	**15**
Programme Budget Service	-	-	1	2	8	-	4	3	**18**
Treasury Section	-	-	-	1	1	-	2	2	**6**
Implementing Partners Management Service	-	-	1	1	-	-	-	1	**3**
General Services Section	-	-	-	1	4	-	2	18	**25**
Total	**2**	**4**	**12**	**15**	**60**	**6**	**24**	**97**	**220**

(1) Only the posts in the Under-Secretary-General (USG) Assitant Secretary-General (ASG) category (High Commissioner and Deputy High Commissioner) are authorized regular budget posts. The remaining 218 posts are funded through a lump-sum grant under the regular budget.

(2) PL = Principal level (G-7)

(3) OL = Other level

(14) Expenditure in 2014, current budget for 2015 and proposed budget for 2016 - by chapter of expenditure

(in thousands of US dollars)

Chapter of expenditure	2014 expenditure	2015 current budget	2016 proposed budget
A. Programme (*)			
Staff costs (1)	410,922.8	570,348.2	464,288.4
Other staff costs (2)	23,274.7	30,622.1	21,733.2
Consultants	26,243.7	64,621.5	60,000.9
Travel	31,724.1	36,140.0	27,057.0
Contractual services	1,069,351.6	3,073,620.5	2,835,964.6
Operating expenses	163,731.0	316,655.7	279,521.2
Supplies and materials	641,986.6	841,878.6	745,181.3
Furniture and equipment	96,613.2	99,512.9	90,947.0
Other expenses (3)	427,229.4	993,436.7	901,492.3
Subtotal programme	**2,891,077.1**	**6,026,836.2**	**5,426,185.9**
B. Programme support			
Staff costs (1)	204,068.4	264,953.4	278,174.6
Other staff costs (2)	28,462.1	37,783.6	37,813.0
Consultants	2,894.1	1,616.7	2,038.3
Travel	16,150.1	19,737.3	19,793.5
Contractual services	14,525.0	20,106.3	23,673.7
Operating expenses	28,718.5	49,920.4	67,082.0
Supplies and materials	5,260.8	7,022.6	8,064.2
Furniture and equipment	14,561.0	19,032.7	25,853.2
Other expenses (3)	10,284.3	24,995.7	20,332.7
Subtotal programme support	**324,924.3**	**445,168.8**	**482,825.2**
C. Management and administration			
Staff costs (1)	87,346.1	91,475.1	83,135.2
Other staff costs (2)	3,632.2	2,385.3	2,389.3
Consultants	1,663.7	2,173.5	1,453.5
Travel	3,050.0	2,980.3	3,621.7
Contractual services	11,573.0	23,581.3	30,783.0
Operating expenses	11,753.3	10,953.9	13,909.8
Supplies and materials	752.1	861.9	499.4
Furniture and equipment	2,142.0	916.3	686.8
Other expenses (3)	10,168.1	11,953.7	11,911.3
Subtotal management and administration	**132,080.5**	**147,281.3**	**148,390.0**
Total programmed activities	**3,348,081.9**	**6,619,286.3**	**6,057,401.1**

(*) Amounts under "Programme" may change pending finalization of all reports from implementing partners.

(1) Staff costs include salaries and allowances, and exclude Junior Professional Officers.

(2) Other staff costs include temporary assistance and overtime.

(3) Other expenses includes joint United Nations contributions, improvements to premises and other miscellaneous expenses.

Annex II

[English and French only]

Follow-up to the observations of the Advisory Committee on Administrative and Budgetary Questions on the Biennial Programme Budget 2014-2015 (revised)

I. Introduction

1. This annex provides a summary of actions taken by UNHCR in response to the recommendations provided by the Advisory Committee on Administrative and Budgetary Questions (ACABQ or the Committee) on UNHCR's biennial programme budget 2014-2015 (revised) contained in its report of 25 September 2014 (A/AC.96/1136/Add.1).

II. Budget methodology and presentation

2. In paragraph 5 of its report, the Committee reiterated "its view that the presentation of the UNHCR budget could benefit from the preparation of such a resource plan that would integrate resource planning into UNHCR's planning and reporting process and would make the budget more transparent". Following the recommendation received, UNHCR brought this to the attention of the Executive Committee and subsequently the Executive Committee reiterated its support for the GNA budget methodology.

3. In paragraph 6, the Committee noted that the UNHCR budget included information on actual expenditure and projected requirements with detailed items of expenditure, as previously requested by the Committee. However, the Committee also noted that the information was only presented for the "programme support and management" and "administration" categories. The ACABQ, while welcoming "the inclusion of the information", looked forward "to a more comprehensive presentation which would include all activities of the Office".

4. UNHCR has implemented this recommendation in the biennial programme budget for 2016-2017. The required detailed information is included in annex I table 14 by item of expenditure for the "programme" category, in addition to the previous categories of programme support and management and administration.

III. Revised biennial programme budget 2014-2015

Post requirements

5. In paragraph 15, the Committee while recognizing "the progress made by UNHCR in reducing the number of staff-in-between-assignments, encourages the Office to continue its efforts in this regards". UNHCR will continue its efforts to minimize the number of staff-in-between-assignments.

Fundraising

6. In paragraph 18, the Committee "welcomed the initiatives launched by UNHCR on its fundraising activities and noted the additional resources obtained through such initiatives and while stressing the importance of maintaining stable sources of funding from traditional donors, encouraged UNHCR to continue to broaden its donor base."

7. In line with the recommendation of the Committee, UNHCR continues to take a proactive approach to expanding its donor base. Private sector fundraising is seen as a critical element of this. In 2014, the total contribution from private individuals, corporations, foundations and national fundraising partners was US$208 million, confirming the upward trend of past years.[1]

IV. Report of the Board of Auditors

8. In paragraph 20 of its report, the Committee shared "the view expressed by the Board of Auditors on the need to improve the selection process of UNHCR implementing partners and information-sharing on partner performance". The Committee also encouraged UNHCR "to share its web-based partner portal, once developed and as appropriate, to improve information-sharing with other United Nations agencies and the wider humanitarian and development community".

9. UNHCR issued detailed policy, procedures and guidance setting out an objective and transparent process for the selection of partners to undertake projects with UNHCR. These are now being applied throughout UNHCR operations. In addition, UNHCR launched an innovative and interactive web-based partner portal in April 2015. The portal is designed to enhance communication between UNHCR and partners. It also serves as a repository for data about partners, requiring them to register and update their profiles. The portal facilitates background assessments of partners, and provides a space for the issuance of calls for "expression of interest", allowing potential new partners to respond directly in the portal. It has "view dashboards" to track the disbursement of funds to partners for projects. The portal also contains UNHCR policies, procedures and guidance for effective application of the "Framework for implementing with partners".

10. In paragraph 21, the ACABQ stated that it "looks forward to receiving information on the shift to a risk-based audit approach by UNHCR from future reports of the Board of Auditors on the voluntary funds administered by UNHCR".

11. UNHCR has adopted a risk-based audit approach for projects implemented by partners, including centralized procurement of qualified audit services. The aim is to enhance accountability and ensure the appropriate use of funds spent through partnerships. UNHCR issued a "Policy and procedures on risk-based project audit approach" in May 2015 to support this endeavour. Projects implemented through partners in 2014 have been audited under the new scheme. Under the new approach, UNHCR has shifted from a threshold based solely on the financial value of a project to a combination of risks associated with a project, including operating environment, project profile and partner performance. An improvement in the quality of reports and timeliness of submissions has already been achieved, and further improvements are expected in 2016-2017.

12. The adoption of a risk-based audit approach forms part of the "Enhanced framework for implementing with partners" which was released in 2011 and which has been implemented according to a multi-year work plan. The adoption of a risk-based audit approach was initially recommended by the Board of Auditors (recommendation number 117 (2010)). The Board of Auditors considered this recommendation as having been implemented during their review of UNHCR's 2014 financial statements and this recommendation has since been closed.

[1] Further details may be found in the "Global Report 2014", available at www.unhcr.org/globalreport.

Annex III

[English only]

Numbers of persons of concern at year-end 2014-2017 by region

Region	Year [1]	Refugees	Persons in refugee-like situations	Asylum seekers (pending cases)	Returned refugees during year	Persons under UNHCR's statelessness mandate	IDPs	Persons in IDP-like situations	Returned IDPs during year	Other persons of concern	Total
West Africa	2014	185,600	10	4,370	11,700	700,230	1,111,800		199,000	71,940	2,412,800
	2015	190,270		6,870	12,000	700,000	1,000,000		84,000	7,750	2,000,890
	2016	195,150		4,400	30,000	679,000	885,700		94,000	1,000	1,978,250
	2017	175,400		2,900	15,000	750,000	870,000		95,000	1,700	1,910,000
East and Horn of Africa	2014	2,958,000	11,800	98,850	16,400	81,000	4,738,700	525,800	714,400	774,700	9,919,700
	2015	2,900,100	81,000	139,400	75,000	84,000	5,920,300	140,000	90,400	714,700	9,994,900
	2016	2,999,500	81,000	143,000	81,000	89,000	5,920,300	140,000	90,400	714,700	10,079,400
	2017	3,161,800	81,000	153,000	104,700	92,000	6,000,300	140,000	90,400	727,500	10,298,900
Central Africa and Great Lakes	2014	577,040	37,540	22,000	23,000	1,000	1,774,000		1,171,700	117,700	3,481,000
	2015	871,210		17,900	31,510	60,000	2,000,000		833,400	741,800	4,555,820
	2016	877,110		9,000	91,000	61,000	2,100,000		1,167,000	700,000	4,905,110
	2017	851,000		9,000	108,000	61,000	2,154,000		1,017,000	734,000	4,934,000
Southern Africa	2014	274,700		9,000	14,000					66,000	363,700
	2015	259,200		9,000	9,000	500,000				66,000	843,200
	2016	257,000		9,000		500,000				13,000	779,000
	2017	253,000		9,000		500,000				10,000	772,000
Southern Africa	2014	1,619,810	71,000	650,800	96,850	771,420	9,324,000	532,800	1,543,000	1,032,000	16,071,000
	2015	1,260,700	81,000	587,650	179,000	1,000,000	10,000,000	180,000	183,000	881,000	15,005,500
	2016	1,475,000	81,000	551,000	170,000	1,000,000	9,781,000	180,000	1,257,000	850,000	15,995,000
	2017	1,783,000	81,000	598,700	197,700	771,000	9,000,000	180,000	1,000,700	851,700	15,781,200
Middle East and North Africa	2014	2,808,500	55,400	95,000	10,000	444,000	11,000,000		105,000	0,000	13,895,000
	2015	3,103,000	60,000	100,000	14,000	74,000	11,000,000		475,000	7,000	14,000,000
	2016	3,254,000	60,000	141,000	16,000	271,000	12,000,000		800,000	5,000	16,000,000
	2017	3,117,000	58,000	127,000	16,000	274,000	11,000,000		900,000	5,000	15,442,000
Asia and the Pacific	2014	3,508,500	280,000	146,000	18,000	1,000,000	2,000,000	38,000	174,000	287,000	6,451,500
	2015	3,000,000	281,000	129,000	205,000	1,000,000	2,000,000	38,000	725,000	300,000	6,978,000
	2016	3,390,000	268,000	128,000	210,000	1,000,000	2,000,000		1,200,000	300,000	7,496,000
	2017	3,336,000	393,000	130,000	192,000	1,000,000	2,000,000		100,000	300,000	7,451,000
Europe	2014	3,089,000	15,000	690,000	500	600,000	7,000,000		450	81,000	11,475,950
	2015	3,062,000	14,000	935,000	500	600,000	7,000,000	450,000	200,000	96,000	12,357,500
	2016	3,001,000	38,000	1,000,000	500	600,000	7,000,000	700,000	150,000	15,000	12,504,500
	2017	4,747,000	36,000	1,100,000	750	625,000	7,000,000	700,000	145,000	20,000	14,373,750
The Americas	2014	500,000	250,000	235,000	10	200,000	6,000,000			20,000	7,205,010
	2015	500,000	252,000	95,000	1,000	1,000	6,000,000		3,000	18,000	6,970,000
	2016	485,000	267,000	100,000	500	500	6,000,000		500	15,000	6,868,000
	2017	500,000	261,000	100,000	500	200	7,000,000		500	10,000	7,872,000
Total	2014	13,685,000	690,000	1,796,000	120,000	1,800,000	37,000,000	507,000	1,800,000	1,000,000	59,000,000
	2015	15,000,000	680,000	1,000,000	420,000	2,000,000	34,000,000	600,000	2,000,000	2,000,000	59,000,000
	2016	15,000,000	660,000	2,000,000	440,000	2,000,000	34,000,000	800,000	3,000,000	2,000,000	60,000,000
	2017	16,000,000	770,000	2,000,000	450,000	2,000,000	34,000,000	800,000	2,000,000	2,000,000	60,000,000

[1] 2014 represents actual, 2015 – 2017 are projections.

A/AC.96/1167

Annex IV

[English and French only]

Categorization of posts

1. UNHCR posts are classified into three categories: programme (field only); programme support (field and headquarters); and management and administration (headquarters only). These categories are defined as follows:

(a) Programme (PG): posts providing direct inputs needed to achieve the objectives of a programme or project related to the discharge of UNHCR's mandate. These posts are characterized by their direct interaction with persons of concern. This category includes the direct cost of all elements linked with the achievement of the results of the operations, independently of their geographic locations.

(b) Programme support (PS): posts in organizational units whose primary function is the development, formulation, delivery and evaluation of UNHCR's programmes. These posts are characterized by their indirect involvement in the delivery of services to persons of concern, providing technical, thematic, geographic, logistical or administrative support.

(c) Management and administration (MA): posts in organizational units whose primary function is to ensure the identity, direction and administration of the organization. This typically includes posts in units that carry out the functions of executive direction, policy and evaluation, external relations, information technology and administration.

2. Pursuant to the recommendation contained in the report of the Board of Auditors on the financial report and audited financial statements for the year ending 31 December 2013 (A/69/5/Add.6), UNHCR has refined the methodology for allocating costs between the programme, programme support and management and administration categories, with a view to ensuring that costs are accurately reflected.

3. As a result of the review, a number of field posts have been reclassified, taking into consideration their function and location. As of 2015, when classifying posts in the field as between the categories of programme or programme support, the following criteria are applied:

(a) Posts in the following functional areas are considered to be directly involved in the delivery of services to persons of concern and are therefore classified as PG:

Protection

Resettlement

Repatriation

Field and community services

Programme

Information management

Staff safety and security

Supply and logistics

(b) Posts in the following functional areas are also considered to be involved in the direct delivery of services to persons of concern and are, therefore, classified as PG when they are located in sub- and field offices:

Project control

External relations

Public information

(c) All other posts whether in capital locations or outside capital locations are considered as support functions and are classified as PS.

4. The table below summarizes the categorization of PG and PS posts in the field.

Function Type	*Capital*	*Outside Capital*
Administration/Administration	PS	PS
Administration/Finance	PS	PS
Administration/Finance/ Project Control	PS	PG
Administration/General Services	PS	PS
Administration/Human Resources	PS	PS
Administration/Information and Communications Technology	PS	PS
Executive & Management/Field Management		
a) Representative	PG	PG
b) Deputy Representatives with Assigned functions	PG	PG
c) Deputy Representatives	PS	PG
Executive & Management/Executive Support	PS	PG
Policy	PS	PG
External Relations/External Relations	PS	PG
External Relations/Public Information	PS	PG
International Protection/Durable Solutions	PG	PG
International Protection/Legal Protection and Policy	PG	PG
International Protection/Protection Operational Support	PG	PG
Programme Delivery/Emergency Management	PG	PG
Programme Delivery/Information Management	PG	PG
Programme Delivery/Operations	PG	PG
Programme Delivery/Supply Chain	PG	PG
Programme Delivery/Technical Support	PG	PG

5. The classification of posts is used as a basis for the distribution of budgets/costs related to the running of UNHCR offices, such as travel, contractual services, operating expenses, and supplies and materials.

Annex V

[English and French only]

Global strategic priorities 2016-2017

Operational GSPs

2016-2017 Operational GSPs	*Impact indicator*	*Engagement*
Favourable protection environment		
1. Ensuring access to territorial protection and asylum procedures; protection against *refoulement*; and the adoption of nationality laws that prevent and/or reduce statelessness	Extent law consistent with international standards relating to refugees	Seek improvements to national law and policy in XX countries so as to be consistent with international standards concerning refugees and asylum-seekers
	Extent law and policy consistent with international standards relating to internal displacement	Seek improvement to national law and policy in XX countries, so as to be consistent with international standards concerning IDPs
	Extent law and policy consistent with international standards on prevention of statelessness	Seek improvement in citizenship laws in XX countries, so as to be consistent with international standards on the prevention of statelessness
	% of stateless persons for whom nationality granted or confirmed	Seek to increase the percentage of stateless people who acquire or confirm nationality in XX situations
Fair protection process and documentation		
2. Securing birth registration, profiling and individual documentation based on registration	% of children under 12 months old who have been issued with a birth certificate by the authorities	Seek to increase the systematic issuance of birth certificates to newborn children in XX situations
	% of people of concern registered on an individual basis	Maintain or increase levels of individual registration in XX refugee situations
Security from violence and exploitation		
3. Reducing protection risks faced by people of concern, in particular, discrimination, sexual and gender-based violence and specific risks faced by children	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX refugee operations
	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX situations where UNHCR is operationally involved with IDPs
	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in XX returnee situations
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX refugee situations

2016-2017 Operational GSPs	*Impact indicator*	*Engagement*
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX situations where UNHCR is operationally involved with IDPs
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in XX returnee situations
	% of unaccompanied and separated children for whom a best interest process has been initiated or completed	Maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in XX refugee situations
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase in the non-discriminatory access to national child protection and social services in XX refugee situations
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase in the non-discriminatory access to national child protection and social services in XX situations where UNHCR is operationally involved with IDPs
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek increase in the non-discriminatory access to national child protection and social services in XX returnee situations
Basis needs and services		
4.Reducing mortality, morbidity and malnutrition through multisectoral interventions	Prevalence of global acute malnutrition (GAM) (6-59 months)	Maintain UNHCR standards or reduce level of GAM in XX situations where refugees live in camps or settlements
	Under-5 mortality rate	Maintain UNHCR standards or reduce mortality levels of children under 5 years old in XX situations where refugees live in camps or settlements
5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in XX refugee situations
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in XX situations where UNHCR is operationally involved with IDPs
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in XX returnee situations
	Average number of litres of potable water available per person per day	Maintain or increase the level of water supply in XX refugee situations

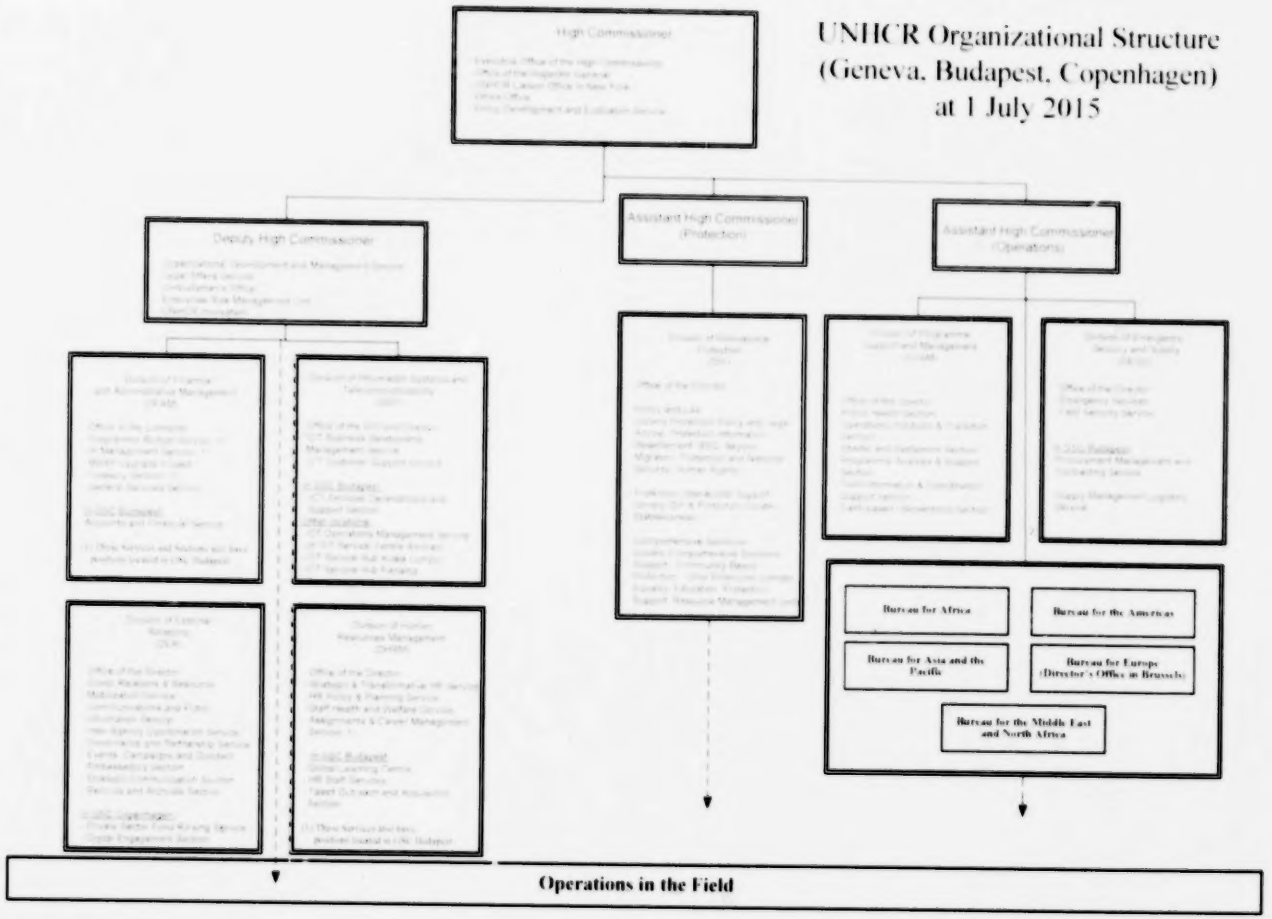
2016-2017 Operational GSPs	*Impact indicator*	*Engagement*
Community empowerment and self-reliance		
6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities	% of active female participants in leadership management structures	Seek improved participation of women in leadership management structures in XX refugee situations
	% of active female participants in leadership management structures	Seek improved participation of women in leadership management structures in XX situations where UNHCR is operationally involved with IDPs
	Extent local communities support continued presence of person of concern	Seek improvement in relations between people of concern and local communities in XX refugee situations
7. Promoting human potential through increased opportunities for quality education and livelihoods support	% of people of concern (18-59 yrs) with own business self-employed for more than 12 months	Maintain or increase the percentage of people of concern who are supported to improve their business self-employment opportunities in XX operations
	% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in XX refugee situations
Durable solutions		
8. Expanding opportunities for durable solutions for people of concern, particularly those in protracted situations, including through strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries.	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in XX situations where conditions permit
	Extent returnees have same access to rights as other citizens	Support returnees in XX situations to reintegrate in a sustainable manner, with the same access to rights as other citizens
	Extent social and economic integration is realized	Support local integration in XX refugee situations where conditions permit
	% of persons of concern, identified in need of resettlement, submitted for resettlement	Seek to maintain or increase the percentage of people submitted for resettlement, among those identified in need of resettlement, thereby supporting solutions in XX situations

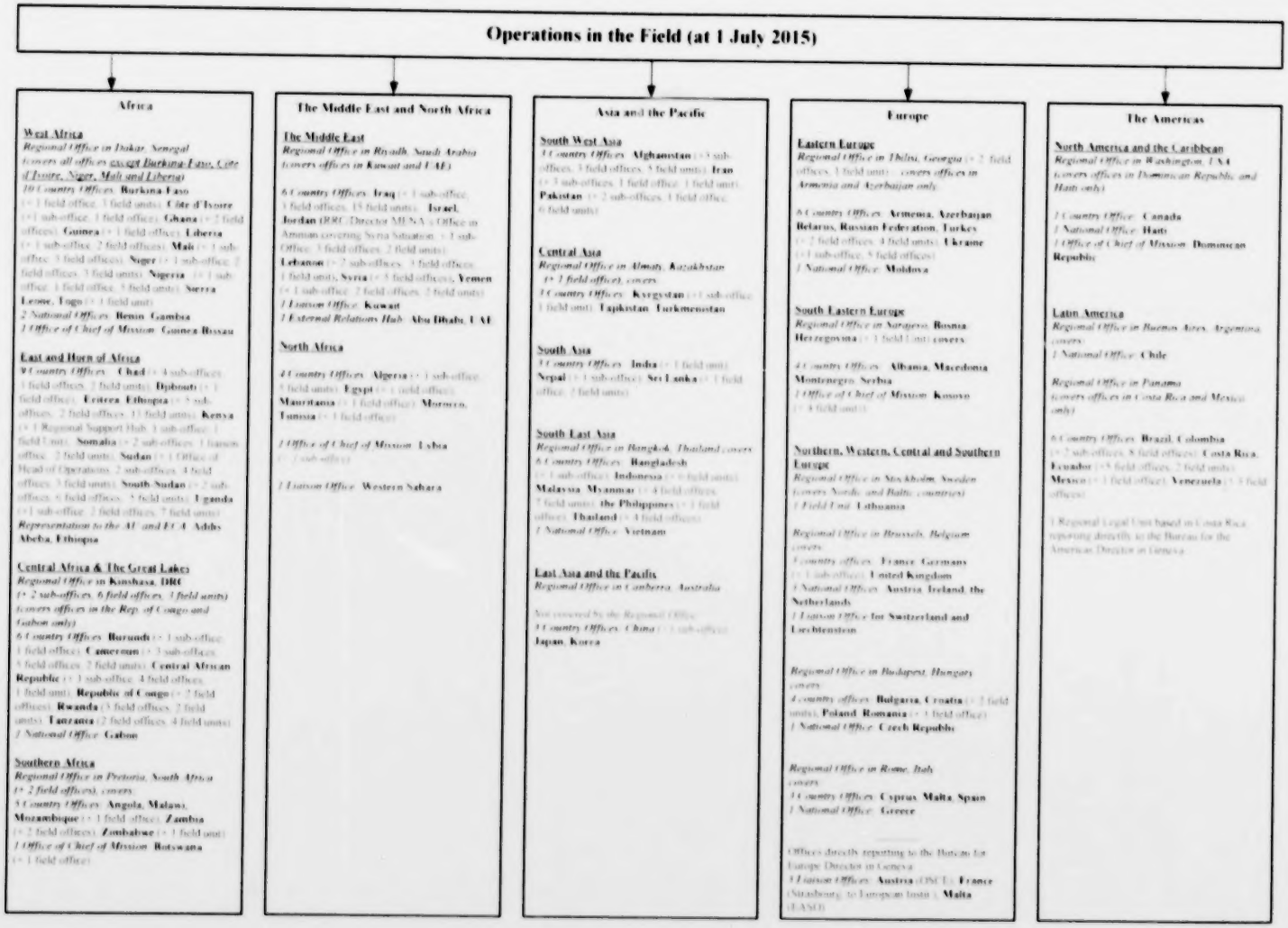
Support and management GSPs

2016-2017 Support and management GSPs	*Impact indicator*
1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	Financial management at UNHCR Headquarters and in the field is strengthened, and adequate internal control infrastructure is in place Accounts are recorded in full compliance with IPSAS, and UNHCR endeavours to benefit from it to the maximum extent
2. UNHCR's operations deliver quality protection and facilitate solutions to persons of concern and effectively advocate for their rights	Global protection and solutions capacity and response is strengthened through direct operational support and enhanced monitoring
3. Programme implementation is supported by timely, effective and predictable delivery of information and telecommunications services	Field operations have access to reliable, fast and secure information and communications technology networks and tools
4. UNHCR makes effective use of and contributes to improving inter-agency humanitarian coordination mechanisms	Effective coordination and leadership is established for refugee responses and UNHCR-led clusters at global and operational levels
5. UNHCR's operational performance on key programmatic areas is supported to reflect strong results orientation, and results are monitored and analysed to inform operational decision-making and resource allocation	Operational performance is monitored and analysed with a focus on results, and support is provided to the field for enhanced results orientation UNHCR's global strategies for public health, settlement & shelter, livelihoods, and safe access to energy inform operational planning and implementation of activities in these technical areas
6. UNHCR effectively prepares for and responds to emergencies	Core relief items are stocked to provide emergency assistance for up to 600,000 persons Relief items are dispatched within 48 hours Active standby capacity (including through standby rosters), with appropriate leadership, coordination experience and protection training, available for deployment within 72 hours of declaration of emergency. Community-based approach promoted to support accountability to persons of concern. A qualified security workforce is maintained and security staff are deployed to emergencies
7. UNHCR has a diverse and gender-balanced workforce, which performs effectively	Overall gender balance achieved Staff members meet their learning needs Assignments are made in an efficient and timely manner Compliance is achieved in respect of performance reporting Staff are committed and satisfied with their work

Annex VI

[English only]


UNHCR Organizational Structure
(Geneva, Budapest, Copenhagen)
at 1 July 2015
High Commissioner
Deputy High Commissioner
Assistant High Commissioner (Protection)
Assistant High Commissioner (Operations)
Bureau for Africa
Bureau for the Americas
Bureau for Asia and the Pacific
Bureau for Europe (Director's Office in Brussels)
Bureau for the Middle East and North Africa
Operations in the Field


Operations in the Field (at 1 July 2015)
Africa
West Africa
Regional Office in Dakar, Senegal
(covers all offices except Burkina Faso, Cote d'Ivoire, Niger, Mali and Liberia)
10 Country Offices: Burkina Faso (+ 1 field office, 1 field units); Côte d'Ivoire (+1 sub-office, 1 field offices); Ghana (+ 2 field offices); Guinea (+ 1 field office); Liberia (+ 1 sub-office, 2 field offices); Mali (+ 1 sub-office, 3 field offices); Niger (+ 1 sub-office, 2 field offices, 3 field units); Nigeria (+ 1 sub-office, 1 field office, 5 field units); Sierra Leone, Togo (+ 1 field unit)
2 National Offices: Benin, Gambia
1 Office of Chief of Mission: Guinea Bissau
East and Horn of Africa
9 Country Offices: Chad (+ 4 sub-offices, 1 field offices, 2 field units); Djibouti (+ 1 field office); Eritrea, Ethiopia (+ 5 sub-offices, 2 field offices, 13 field units); Kenya (+ 1 Regional Support Hub, 3 sub-office, 1 field Unit); Somalia (+ 2 sub-offices, 1 liaison office, 2 field units); Sudan (+ 1 Office of Head of Operations, 2 sub-offices, 4 field offices, 3 field units); South Sudan (+ 2 sub-offices, 6 field offices, 5 field units); Uganda (+1 sub-office, 2 field offices, 7 field units)
Representation to the AU and ECA: Addis Abeba, Ethiopia
Central Africa & The Great Lakes
Regional Office in Kinshasa, DRC
(+ 2 sub-offices, 6 field offices, 3 field units)
(covers offices in the Rep. of Congo and Gabon only)
6 Country Offices: Burundi (+ 1 sub-office, 1 field office); Cameroon (+ 3 sub-offices, 5 field offices, 2 field units); Central African Republic (+ 1 sub-office, 4 field offices, 1 field unit); Republic of Congo (+ 2 field offices); Rwanda (5 field offices, 2 field units); Tanzania (2 field offices, 4 field units)
1 National Office: Gabon
Southern Africa
Regional Office in Pretoria, South Africa
(+ 2 field offices), covers:
5 Country Offices: Angola, Malawi, Mozambique (+ 1 field office), Zambia (+ 2 field offices), Zimbabwe (+ 1 field unit)
1 Office of Chief of Mission: Botswana
(+ 1 field office)
The Middle East and North Africa
The Middle East
Regional Office in Riyadh, Saudi Arabia
(covers offices in Kuwait and UAE)
6 Country Offices: Iraq (+ 1 sub-office, 3 field offices, 15 field units); Israel, Jordan (RBC Director MENA + Office in Amman covering Syria Situation, + 1 sub-Office, 3 field offices, 2 field units); Lebanon (+ 2 sub-offices, 3 field offices, 1 field units), Syria (+ 5 field offices), Yemen (+ 1 sub-office, 2 field offices, 2 field units)
1 Liaison Office: Kuwait
1 External Relations Hub: Abu Dhabi, UAE
North Africa
4 Country Offices: Algeria (+ 1 sub-office, 5 field units); Egypt (+ 1 field office); Mauritania (+ 1 field office); Morocco, Tunisia (+ 1 field office)
1 Office of Chief of Mission: Lybia
(+ 1 sub-office)
1 Liaison Office: Western Sahara
Asia and the Pacific
South West Asia
3 Country Offices: Afghanistan (+ 3 sub-offices, 3 field offices, 5 field units); Iran (+ 3 sub-offices, 1 field office, 1 field unit); Pakistan (+ 2 sub-offices, 1 field office, 6 field units)
Central Asia
Regional Office in Almaty, Kazakhstan
(+ 2 field offices), covers:
3 Country Offices: Kyrgyzstan (+1 sub-office, 1 field unit); Tajikistan, Turkmenistan
South Asia
3 Country Offices: India (+ 1 field unit); Nepal (+ 1 sub-office); Sri Lanka (+ 1 field office, 2 field units)
South East Asia
Regional Office in Bangkok, Thailand covers
6 Country Offices: Bangladesh (+ 1 sub-office); Indonesia (+ 6 field units); Malaysia, Myanmar (+ 4 field offices, 7 field units); the Philippines (+ 1 field offices), Thailand (+ 4 field offices)
1 National Office: Vietnam
East Asia and the Pacific
Regional Office in Canberra, Australia
Not covered by the Regional Office:
3 Country Offices: China (+ 1 sub-office); Japan, Korea
Europe
Eastern Europe
Regional Office in Tbilisi, Georgia (+ 2 field offices, 3 field units) covers offices in Armenia and Azerbaijan only.
6 Country Offices: Armenia, Azerbaijan, Belarus, Russian Federation, Turkey (+ 2 field offices, 4 field units); Ukraine (+1 sub-office, 5 field offices)
1 National Office: Moldova
South Eastern Europe
Regional Office in Sarajevo, Bosnia Herzegovina (+ 3 field Unit) covers:
4 Country Offices: Albania, Macedonia, Montenegro, Serbia
1 Office of Chief of Mission: Kosovo
(+ 4 field unit)
Northern, Western, Central and Southern Europe
Regional Office in Stockholm, Sweden
(covers Nordic and Baltic countries)
1 Field Unit: Lithuania
Regional Office in Brussels, Belgium
covers:
4 country offices: France, Germany (+ 1 sub-office), United Kingdom
3 National Offices: Austria, Ireland, the Netherlands
1 Liaison Office for Switzerland and Liechtenstein
Regional Office in Budapest, Hungary
covers:
4 country offices: Bulgaria, Croatia (+ 2 field units), Poland, Romania (+ 1 field office)
1 National Office: Czech Republic
Regional Office in Rome, Italy
covers:
3 Country Offices: Cyprus, Malta, Spain
1 National Office: Greece
Offices directly reporting to the Bureau for Europe Director in Geneva
3 Liaison Offices: Austria (OSCE), France (Strasbourg, to European Instit.), Malta (LEAD)
The Americas
North America and the Caribbean
Regional Office in Washington, USA
(covers offices in Dominican Republic and Haiti only)
1 Country Office: Canada
1 National Office: Haiti
1 Office of Chief of Mission: Dominican Republic
Latin America
Regional Office in Buenos Aires, Argentina, covers:
1 National Office: Chile
Regional Office in Panama
(covers offices in Costa Rica and Mexico only)
6 Country Offices: Brazil, Colombia (+ 2 sub-offices, 8 field offices); Costa Rica, Ecuador (+5 field offices, 2 field units); Mexico (+ 1 field office); Venezuela (+ 3 field offices)
1 Regional Legal Unit based in Costa Rica reporting directly to the Bureau for the Americas Director in Geneva

A/AC.96/1147

Annex VII

[English and French only]

Draft general decision on administrative, financial and programme matters

The Executive Committee,

(a) *Recalls* that the Executive Committee, at its sixty-fifth session, approved a revised budget for 2015 covering total requirements of $6,234,449,630; *notes* the reduction in the annual programme budget for the Middle East and North Africa region of $158,468,941; *notes* that the additional needs under supplementary budgets in 2015 amount to $1,017,162,099; *approves* the total revised requirements for 2015 amounting to $7,093,142,788; and *authorizes* the High Commissioner, within these total appropriations, to effect adjustments in regional programmes, global programmes and headquarters budgets;

(b) *Confirms* that the activities proposed in the biennial programme budget for the years 2016-2017, as set out in document A/AC.96/1147, are consistent with the Statute of the Office of the High Commissioner (A/RES/428 (V)); the High Commissioner's other functions as recognized, promoted or requested by the General Assembly, the Security Council or the Secretary-General; and the relevant provisions of the financial rules for voluntary funds administered by the High Commissioner for Refugees (A/AC.96/503/Rev.10);

(c) *Approves* the programmes and budgets for regional programmes, global programmes and headquarters under the proposed 2016-2017 biennial budget, as set out in document A/AC.96/1147 and amounting to $6,546,288,297 and $6,408,521,723 for 2016 and 2017 respectively, including the United Nations regular budget contribution towards headquarters costs, the reserves, and the Junior Professional Officer programme; and *authorizes* the High Commissioner, within this total appropriation, to effect adjustments in regional programmes, global programmes and headquarters budgets;

(d) *Takes note* of the financial statements for the year 2014 as contained in the Report of the Board of Auditors to the General Assembly on the financial report and audited financial statements of the voluntary funds administered by the United Nations High Commissioner for Refugees for the year ended 31 December 2014 (A/AC.96/1146) and the Report by the High Commissioner on key issues and measures taken in response to the recommendations in the Report of the Board of Auditors (A/AC.96/1146/Add.1), as well as the Report by the Advisory Committee on Administrative and Budgetary Questions on UNHCR's biennial programme budget for 2016-2017 (A/AC.96/1147/Add.1) and various reports of the High Commissioner related to oversight activities (A/AC.96/1148 and A/AC.96/1149); and *requests* to be kept regularly informed on the measures taken to address the recommendations and the observations raised in these various oversight documents;

(e) *Requests* the High Commissioner, within the resources available, to respond flexibly and efficiently to the needs indicated under the biennial programme budget for the years 2016-2017, and *authorizes* him, in the case of additional emergency needs that cannot be met fully from the operational reserve, to create supplementary budgets and issue special appeals under all pillars, with such adjustments being reported to the subsequent Standing Committee meeting for consideration;

(f) *Acknowledges* with appreciation the burden that continues to be shouldered by developing and least developed countries hosting refugees; and *urges* Member States to recognize this valuable contribution to the protection of refugees and to participate in efforts to promote durable solutions; and

(g) *Urges* Member States, in light of the extensive needs to be addressed by the Office of the High Commissioner, and in parallel with the long-standing and substantial support provided by refugee hosting countries, to respond generously and in a spirit of solidarity to his appeal for resources to meet in full the 2016-2017 biennial programme budget and to ensure that the Office is resourced in a timely and predictable manner, while keeping "earmarking" to a minimum level.

A/AC.96/1147/Add.1

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United Nations A/AC.96/1147/Add.1

General Assembly

Distr.: General
24 September 2015
English
Original: English and French

Executive Committee of the High Commissioner's Programme
Sixty-sixth session
Geneva, 5-9 October 2015
Item 7 of the provisional agenda
Consideration and adoption of the biennial programme budget 2016-2017

Biennial programme budget 2016-2017 of the Office of the United Nations High Commissioner for Refugees

Report of the High Commissioner

Addendum

Report by the Advisory Committee on Administrative and Budgetary Questions

GE.15-16163(E)

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I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered an advance version of the Biennial programme budget 2016-2017 of the Office of the United Nations High Commissioner for Refugees (A/AC.96/1147). The Committee also had before it the financial report and audited financial statements for the year ended 31 December 2014 and the report of the Board of Auditors on the voluntary funds administered by the United Nations High Commissioner for Refugees (A/70/5/Add.6). During its consideration of the reports, the Advisory Committee met with the Deputy High Commissioner and other representatives of the High Commissioner's Office, who provided additional information and clarification concluding with written responses received on 10 September 2015.

2. The Advisory Committee also met with the members of the Audit Operations Committee of the Board of Auditors regarding their audit report on UNHCR (A/70/5/Add.6). The Committee's comments and recommendations on the audit findings contained in the report of the Board will be presented in a separate report to the General Assembly at its seventieth session, covering all audited entities. Section IV below contains some of the issues specific to UNHCR raised in the report of the Board and the related comments and recommendations of the Advisory Committee.

II. Biennial programme budget 2016-2017

A. Budget structure and resource needs

3. The High Commissioner's report indicates that the biennial programme budget for 2016-2017 continues to be based on the global needs assessment (GNA) methodology (as detailed in paras. 111-135 of A/AC.96/1068), introduced in 2010, and takes into account the needs of all persons of concern to the UNHCR. The estimated number of persons of concern, the budget structure and the connection between the budget structure and the results framework are provided in table I.1, paragraphs 7-10 and Figure I.A of the report of the High Commissioner (9A/AC.96/1147).

4. The programme budget is categorised into field, global programmes and headquarters. The field category constitutes operational activities budgeted by region and carried out in various operations around the world. The global programmes category relates to technical activities that are undertaken by substantive divisions at UNHCR Headquarters but are of direct benefit to field operations globally. The headquarters category relates to work carried out by divisions and bureaux located in Geneva, Budapest and Copenhagen and in offices in other regional capitals, which entails providing policy guidance, administrative support, and managerial and programmatic assistance to field operations (ibid., para. 9). In addition to the above three categories, provisions for operational and other specific reserves are also included in the programme budget (ibid., para.13) (see also paras. 11-13 below).

5. The Advisory Committee notes that upon its request made in its previous report (A/AC.96/1136/Add.1), the report of the High Commissioner includes a detailed presentation of actual expenditures and projected requirements by items of expenditure in respect of all chapters of expenditure of UNHCR in annex I (table 14) of his report. **The Advisory Committee welcomes the improvement made in the presentation of expenditures.**

B. Past expenditure trends 2010-2014 and current budget for 2015

6. An overview of the budgets, funds available, and expenditures for the period from 2010 to 2014, since the introduction of the global needs assessment methodology by UNHCR, is provided in table I.5 of the High Commissioner's report and is reproduced below.

Budgets, funds available and expenditures 2010-2014

(in millions of US dollars)

	2010	*2011*	*2012*	*2013*	*2014*
Needs, funds available and expenditure					
GNA budget (needs)	3,288.7	3,821.7	4,255.6	5,335.4	6,569.7
Funds available	2,112.3	2,413.1	2,593.8	3,234.1	3,603.1
Implementation (expenditure)	1,878.2	2,181.1	2,357.7	2,971.8	3,355.4
Analysis in percentage terms					
Funds available against needs	64%	63%	61%	61%	55%
Funding gap	36%	37%	39%	39%	45%
Implementation against needs	57%	57%	55%	56%	51%
Implementation against funds available	89%	90%	91%	92%	93%

7. The above table indicates an increasing trend in the budget implementation rate during the period between 2010 and 2014. The Advisory Committee was informed upon enquiry that varied reasons account for the shortfall in the full utilization of the available resources, such as the security situation on the ground, limited capacity of implementing partners in specific locations, uneven flow of voluntary funding and earmarking of funds for over-funded operations. It was indicated to the Committee that notwithstanding the limiting factors constraining the full implementation of available funds, an expenditure rate of 93 per cent of the available funds was considered exceptional, given the unpredictability of the crises faced by UNHCR and the difficult nature of the areas of its operation.

8. For 2014, the original approved budget was $5,307.8 million, which was revised to $6,236.2 million. The final budget figure for 2014 amounted to $6,569.7 million, which represented the sum of the original budget and a total of eight supplementary budgets in the amount of $1,261.9 million, established by the High Commissioner. The total funds available for 2014 were in the amount of $3,603.1 million. The final expenditure in 2014 was $3,355.4 million, which represents an increase of approximately 13 per cent when compared with 2013. (ibid., para.28-29).

9. For 2015, the budget is estimated at $7,093.1 million as at 30 June 2015. The original budget for 2015 amounted to $5,179.5 million, as approved by the Executive Committee at its sixty-fourth session in October 2013. At its sixty-fifth session in October 2014, the Executive Committee approved an annual budget of $6,234.4 million based on revised assessed needs for 2015. As at 30 June 2015, nine supplementary budgets, amounting to $1,017.1 million, were established by the High Commissioner to address unforeseen emergency needs in accordance with article 7.5 of Financial Rules for voluntary funds administered by the High Commissioner for Refugees, while at the same time an amount of $158.4 million was reduced from the budget, following a revision of the Regional Refugee Response Plan and the Syria Refugee Plan (ibid., paras. 11 and 15). The Advisory Committee was informed upon enquiry that given the current rate of expenditure in 2015, the implementation rate of available funds is expected to be in the range of 91-93 per cent.

C. Proposed budget for the 2016-2017 biennium

10. The consolidated estimated requirements for 2016 and 2017 amount to $6,546.3 million and $6,408.5 million, respectively, which also incorporates the regular budget resources proposed for UNHCR amounting to $90.96 million (an annual amount of $45.48 million), after preliminary recosting, under the United Nations programme budget for the 2016-2017 biennium. It is indicated that the proposed budget for 2017 is preliminary and subject to revision by the Executive Committee in 2016 (ibid., paras. 12 and 14). The report of the High Commissioner indicates that the requirements for 2016 represent a net decrease of 8 per cent when compared with the current requirements for 2015 and the requirements assessed for 2017 stand at $6,408.5 million, representing a decrease of 2 per cent when compared with the requirements for 2016. According to the High Commissioner, the budget proposal for the 2016-2017 biennium does not fully reflect the financial implications of some emergencies that were not foreseen at the time of assessing the needs for the biennium (ibid., paras. 11 and 15-19).

11. Tables 1.2 and 1.3 in the High Commissioner's report summarizes the resource requirements with respect to the proposed budgets for 2016 and 2017 for field operations, global programmes and headquarters, along with the operational and other reserves; table 1.3 also provides a breakdown of resources allocated for field and global programmes under the four pillars (see paras. 14-15 below). It is indicated that the proposed budgets contain two reserves: (i) the operational reserve (OR), calculated at 10 per cent of the total budget for programmed activities under pillars 1 and 2; and (ii) the new or additional activities – mandate-related reserve (NAM), proposed to be maintained at the current annual appropriation level of $20 million. In addition, an annual provision of $12 million for the Junior Professional Officer programme is proposed (ibid., paras. 12-14).

12. Regarding the operational reserve, the Advisory Committee was informed upon enquiry, that it is maintained at not less than $10 million by replenishments from the Working Capital and Guarantee Fund. The High Commissioner may transfer funds from the operational reserve to other items of expenditures under the annual budget for the purposes set out in Article 6.10 of the UNHCR financial rules, and the amounts of funds so transferred shall not exceed $10 million for any single project or programme in any given financial period. In instances of such amounts exceeding $10 million, a supplementary budget is established.

13. The Advisory Committee was further informed that new or additional activities – mandate-related reserve is limited to $50 million for each financial period of the biennial programme budget, or at a different level if so decided by the Executive Committee in accordance with the UNHCR financial rules. The reserve provides UNHCR with the financial capacity to accommodate unbudgeted activities which are consistent with the activities and strategies in the approved annual programme budget and the mandate of UNHCR.

Operational requirements

14. The operational requirements of UNHCR for 2016 and 2017 are described in paragraphs 40-94 of the High Commissioner's report. The operational requirements for field and global programmes are organized under four pillars: (i) Pillar 1 (refugee programme); (ii) Pillar 2 (stateless programme); (iii) Pillar 3 (reintegration projects); and (iv) Pillar 4 (internally displaced persons projects). An overview of funds available and expenditures incurred in 2013 and 2014, the current budget for 2015 and the proposed budgets for 2016 and 2017, broken down by pillar for field operations and global programmes is presented in table II.1 of the High Commissioner's report. Table II.2 of the High Commissioner's report provides a summary of operational requirements by region

(Africa[1], Middle East and North Africa, Asia and the Pacific, Europe and Americas) and for the global programmes.

15. The report of the High Commissioner indicates that the largest proportion of the proposed 2016 budget for the field and global programmes are estimated for refugees and asylum-seekers under pillar 1 (74 per cent) followed by the requirements estimated for internally displaced persons projects under pillar 4 (21 per cent). The requirements for statelessness programme under pillar 2 and the reintegration projects under pillar 3 are estimated at 1 per cent and 4 per cent of the proposed 2016 budget for the field and global programmes respectively (ibid., para. 42-45). In terms of the distribution of operational requirements of UNHCR for 2016 among the regional and global programmes, the share for the Africa region continues to be largest (39 per cent), followed by Middle East and North Africa (35 per cent), Asia and the Pacific (9 per cent), Europe (9 per cent) and Americas (2 per cent). The requirements for global programmes are estimated at 6 per cent of the operational requirements for 2016.

Regular budget

16. As indicated in paragraph 10 above, the regular budget resources requested for UNHCR for the biennium 2016-2017 amount to $90.96 million after preliminary recosting. The report of the High Commissioner indicates that in accordance with past practice, a total of 220 management and administration posts, including those for the High Commissioner and the Deputy High Commissioner, are proposed to be financed by the regular budget for 2016-2017. In addition, a proportion of related non-post requirements and security costs at Headquarters are also proposed to be financed by the regular budget. (ibid, paras. 23-24). The Advisory Committee recalls that the provision of funds from the regular budget, aimed at complementing the extrabudgetary resources of UNHCR in the form of a grant, was initiated in the biennium 2002-2003 and designed to simplify the UNHCR budgetary process. The Advisory Committee's detailed comments and recommendations on the resources proposed under the regular budget for UNHCR for the biennium 2016-2017 are contained in chapter II, part VI, of its report A/70/7.

Post requirements

17. Information with respect to the workforce of UNHCR, consisting of staff on regular posts, Junior Professional Officers and affiliate workforce (United Nations Volunteers and consultants) is provided in paragraphs 30-39 of the High Commissioner's report. Posts in UNHCR are indicated to be of three categories: programme; programme support; and management and administration.

18. The total number of posts estimated for 2016 is 10,481, representing a net decrease of 268 posts (2 per cent) when compared with the total number of posts as at June 2015. The total net decrease in posts reflects reductions in programme and programme support posts by 221 and 67 respectively, and an increase in management and administration posts by 20. Decreases in the number of posts are indicated for Middle East and North Africa (197 posts), Asia and the Pacific (77 posts), Europe (76 posts), Africa (9 posts), and headquarters (12 posts), while the Americas remain stable. An increase in the number of posts is indicated for global programmes (103 posts). The increase in global programmes posts is attributed to the transfer of such posts from different locations to the Copenhagen Global Service Centre, and establishment of new posts in Copenhagen to enhance support to the field (ibid., paras. 34-35).

[1] The High Commissioner's report indicates that for the purpose of the report, "Africa" refers to sub-Saharan Africa

19. The report of the High Commissioner indicates that in response to a prior recommendation from the Board of Auditors to refine the methodology for allocating programme and management costs, UNHCR reviewed the classification of posts in the three categories taking into consideration their respective functions. It is further indicated that as a result of that review, over 1,500 existing field posts, earlier classified as programme posts, were reclassified as programme support posts in early 2015 (ibid., para. 32).

20. The Advisory Committee notes that the Board of Auditors in its most recent report (A/70/5/Add.6) has observed that UNHCR has reclassified some $53.3 million of its field office staff costs from programme to programme support in its 2015 budget. The Advisory Committee further notes that the Board considers that some $130 million of costs require further analysis by management against the current cost criteria, and that management have recognized the need to further revisit the cost classifications of functions in the preparation of the budgets for 2016. In this respect, the Board has recommended that UNHCR further review its costs classifications and definitions, especially across functional types, such as executive and management grades at country and field office level, and the programme support functions based at headquarters and in capital cities (A/70/5/Add.6, paras. 41-45).

21. The Advisory Committee notes that in response to the above recommendation of the Board, UNHCR has stated that that it will continue to further review the cost classifications under the functional areas of executive and management grades at country and field office levels, and the target date for the implementation of the recommendation has been indicated as the fourth quarter of 2016 (A/70/338/Add.1, para.442-443).

22. The Advisory Committee was informed upon enquiry that UNHCR continues to scrutinize its costs related to posts to assess the possibility of further reclassification and to ensure consistency in approach across all cost parameters. **The Advisory Committee trusts that UNHCR will review its post-related cost structure, taking into account the Board's observations in this regard, and reflect the results of such review in its forthcoming budget proposal.**

Staff in-between assignments

23. Concerning the staff-in-between-assignments (SIBAs) it is indicated that as at 30 June 2015 there were 30 SIBAs between the P-2 and D-1 levels, an increase of 3 when compared with the number of SIBAs as at 30 June 2014. Upon enquiry the Advisory Committee was informed that the number of SIBAs varies throughout the financial period, and given the size of UNHCR staff and its mandatory rotation policy, 30 SIBAs would account for 0.3 per cent of the total encumbered positions, which is within an acceptable range. Concerning the costs accruing to UNHCR due to SIBAs, the Committee was informed that assuming 30 SIBAs for an entire financial year and a uniform level and grade for all, the total cost would be approximately $7.2 million (calculated at the highest possible rate of the standard salary costs for Geneva). The Advisory Committee was further informed that UNHCR takes proactive measures to reduce the number of SIBAs by placing staff on posts and temporary assignments in addition to taking specific steps such as making amendments to contractual policy with a view to discontinuing indefinite contracts, which would address the possibility of an increase in the number of SIBAs.

24. The Advisory Committee notes that the Board of Auditors has discussed the matter of staff between assignments during 2014. In particular, the Board notes that 27 international staff members were between assignments, i.e. not working, another 122 were between assignments and working on a temporary assignment and that 326 international staff members on temporary assignments had worked beyond their standard assignment length. The Advisory Committee further notes that in its response to the Board, UNHCR has stated that the upgrade to its Managing for Systems, Resources and People (MSRP)

platform is intended to enhance the efficiency in the deployment of staff by enabling an expeditious way of matching staff skills and experiences to job requirements (see A/70/5/Add.6, paras. 108-112). **The Advisory Committee considers that the continuing matter of staff-in-between-assignments needs to be addressed by UNHCR to minimize the cost accruing to the organization from underutilization of available staff. In this regard, considering that the timely upgrade to the MSRP platform will help address the matter, the Advisory Committee expects its expeditious implementation, within the defined timeframe and budget.**

III. Key initiatives

A. Fraud prevention implementation plan

25. The report of the High Commissioner indicates that UNHCR issued a revised strategic framework for the prevention of fraud and corruption in July 2013, aimed at, inter alia, raising awareness, strengthening controls, and providing advice to staff in recognizing fraud indicators, and that UNHCR will perform a fraud risk assessment by the end of 2015 to identify the measures necessary to strengthen fraud prevention and mitigation mechanisms (ibid., para. 119). The Advisory Committee was informed upon enquiry that the implementation of the strategy entailed the development of policy and procedures for the assessment of fraud threats and related risks and how to address such risks through the most effective anti-fraud measures. The Advisory Committee was further informed that UNHCR has conducted a fraud risk assessment, developed anti-fraud training materials for roll-out to all staff, and taken steps to raise fraud-awareness.

26. The Advisory Committee notes the observation of the Board of Auditors that UNHCR has recognized the importance of strengthening its approach to fraud detection and prevention by initiating the fraud prevention project that has focused on the identification of key risks, by drawing on the knowledge of managers across business areas and locations through a dedicated working group. The Board also notes the good progress within UNHCR in formulating a clear approach and process for developing fraud risk assessments, which will be used to inform clear fraud mitigation plans and provide a focus for training and for the review of the internal control environment in the areas identified as high-risk. **The Advisory Committee welcomes the steps taken by UNHCR for the prevention of fraud and concurs with the Board of Auditors that UNHCR establish a clear time frame to finalize the fraud risk assessments and mitigation plans for the most significant risks identified in the fraud prevention project (A/70/5/Add.6, paras. 28-31 and A/70/322, para. 50).**

B. Fundraising

27. The High Commissioner indicates that in 2016-2017 UNHCR will continue to pursue a multi-year strategy aimed at mobilizing $500 million by 2018 from private sector partners and individual donors. The High Commissioner further indicates that the strategy will enable global outreach to 50 countries and strengthen partnerships with corporations, foundations and influential individuals, which may also help to increase the amount of unearmarked funding for emergencies and forgotten crises (ibid., para. 121). The Advisory Committee notes that in response to its recommendation made in the preceding year, UNHCR continues to take a proactive approach in expanding its donor base, of which private sector fundraising is a critical element. In continuation with the upward trend of past years, in 2014, the total contribution from private individuals, corporations, foundations and national fundraising partners was $208 million (ibid., Annex II, para 7).

The Advisory Committee welcomes the efforts made in 2014 for obtaining additional resources from an expanded donor base and trusts that the continuation of such efforts during 2016-2017 will enable UNHCR to receive financial support from diverse sources.

IV. Report of the Board of Auditors

28. The Board of Auditors has audited UNHCR's financial statements for the year ending 31 December 2014 and issued an unqualified audit opinion (A/70/5/Add.6). The Board's key findings and recommendations cover the following three areas: (a) financial matters, (b) financial management of education projects and (c) human resources management.

Earmarked and unrestricted contributions

29. For the year ended 31 December 2014, the Board notes that the increasing trend towards earmarked donations for specific situations and locations means increased difficulty for management to deploy resources flexibly to meet demand across all areas of activity. In particular, the report of the Board indicates that unrestricted funds represented a mere 13 per cent of monetary contributions in 2014 (ibid., Ch. II, para. 9). The Board further notes that the uncertainty in funding creates a risk that programme budgets will not be used effectively. **The Advisory Committee recognizes the uneven flow of funding for UNHCR throughout the financial period and shares the Board's view that UNHCR work with donors to improve the profiling of resources (ibid., para.12)..**

Global fleet management

30. The Board notes the launch of a global fleet management strategy by UNHCR in 2014 to take a more proactive approach to vehicle fleet management and deliver significant savings and operational benefits. The Board also notes an increase in vehicles purchased during 2014 as UNHCR moved towards replacement of its fleet every five years. The Advisory Committee notes the Board's recommendation made in this regard that as management implements the global fleet management strategy for the period 2014-2018, it ensure that it collects the most appropriate metrics and data to assess and demonstrate the realization of the planned benefits as early as possible (ibid., para. 17-18). Upon enquiry the Advisory Committee was informed that changes in the vehicles fleet are reflected through several budget line items based on the requirements and uses of the vehicles; the requirement for vehicles may be reflected under staff, travel, contractual services, operating expenses or furniture and equipment. **In view of the Board's recommendation mentioned above, the Advisory Committee considers that the accounting for the vehicle fleet should be made transparent and that the budget should clearly reflect the global vehicle fleet and the corresponding costs to enable a timely and accurate assessment of the benefits realized.**